

July *NATION'S* 1946

BUSINESS



★ WHAT THE GOVERNMENT
KNOWS ABOUT YOU

★ MAN'S DANGEROUS
DECADE

★ IN DEFENSE OF BRASS



Picture Window.... by Canadian Pacific

Down by the sea on Canada's East Coast

That window beside your seat on a Canadian Pacific train . . . it's a travelogue in technicolor. It's a window on natural grandeur...on horizon-spreading farm lands...on industrial vigor...it's a moving panorama of a great land... a land you ought to see...an uncrowded land of fun—and courtesy.

And it's the way to travel in Canada...the comfort way...the friendly way...the way tens of thousands of Americans have caught their first glimpse of a vigorous, interest-packed country.

Soon Canadian Pacific will bring you even finer travel luxury...in new, deluxe editions of Canadian Pacific's famous trains.

For information about vacations in any part of Canada consult any Canadian Pacific Railway office or your own agent.

Canadian Pacific



SPANS THE WORLD

A development of
B.F. Goodrich
FIRST IN RUBBER



Tire bargain—\$793.⁹⁵

A typical example of B. F. Goodrich development in tires

CONTRACTORS and dirt haulers buy these big tires a dozen at a time. They're used on trucks that haul 15 to 20 tons of dirt or rock in one load. And yet these tires that list at \$793.95 apiece often lasted only a matter of weeks. Rolling over makeshift roads, they were torn and cut by jagged rocks, bruised by jolting their freight car loads over ruts and boulders. Blow-outs were frequent.

Then B. F. Goodrich engineers developed a new construction principle for tires used in off-the-road service.

They invented a shock-shield and placed it under the tread. It consisted of a new way of building rubber insulated breakers into the tire to absorb the shock of impact.

With this new tire the list price of \$793.95 became a bargain. The new tire turned in almost unbelievable performance records. For example: one operator reports 4000 hours of service from B. F. Goodrich tires against 1600 hours from another make. A contractor received 17,599 miles of service compared to 6476 miles from the next best make of tires.

This is a typical example of the improvements, the result of constant research, which are always being made in B. F. Goodrich tires. Before you buy tires for your trucks, check the B. F. Goodrich man and find out about the latest improvements in tires for your special purpose. He can save you money. *The B. F. Goodrich Company, Akron, Ohio.*

Truck Tires BY
B.F. Goodrich

Architects DESIGNED MOTOR TRANSPORT *Right into This Modern Warehouse!*



THIS modern building of Lee & Cady, Detroit, is a Traffic Manager's dream. It attracts distributors from all over the country who come to study and marvel at the company's efficient system of food distribution.

The building was designed and erected by Latisteel, Inc., Pasadena, California, with Smith, Hinchman & Grylls, Inc., of Detroit, as consulting architects.

Here is **built-in transportation** in its most modern form—planned to take full advantage of the flexibility of motor transport.

The enclosed truck docks shown at one end of the building provide space for loading—and garaging—Lee & Cady's Trailers. Incoming shipments are unloaded at the other end of the warehouse—75% from Trucks and Trailers, the balance from rail cars—with receiving facilities designed accordingly.

Transportation flows smoothly . . . **internally** and **externally**. While part of Lee & Cady's Trailer fleet is being loaded, the other Trailers are out making deliveries to stores and branches. Through "shuttle" operation, the company serves 15,000 stores with a fleet of 49 Fruehauf Trailers.



Adequate dock space enables Lee & Cady to utilize the advantages of Trailer "shuttle" operation. Trucks and drivers are constantly busy, pulling first one and then another Trailer on its delivery route.



Clean, well-lighted, efficient—the one-story warehouse of Lee & Cady occupies two city blocks—contains over 100,000 square feet of floor space. Loads go into Trailers in rotation—no double handling.

YOUR TRAFFIC MANAGER AND ARCHITECT KNOW!
Experience has proved that by gearing Trucks and Trailers with production and distribution, a business can be operated with greater efficiency and at lower cost. If you are altering or building a plant or warehouse, let your Traffic Manager and your Architect work out the details together. Then you'll be sure of the right answer.

"Engineered Transportation"

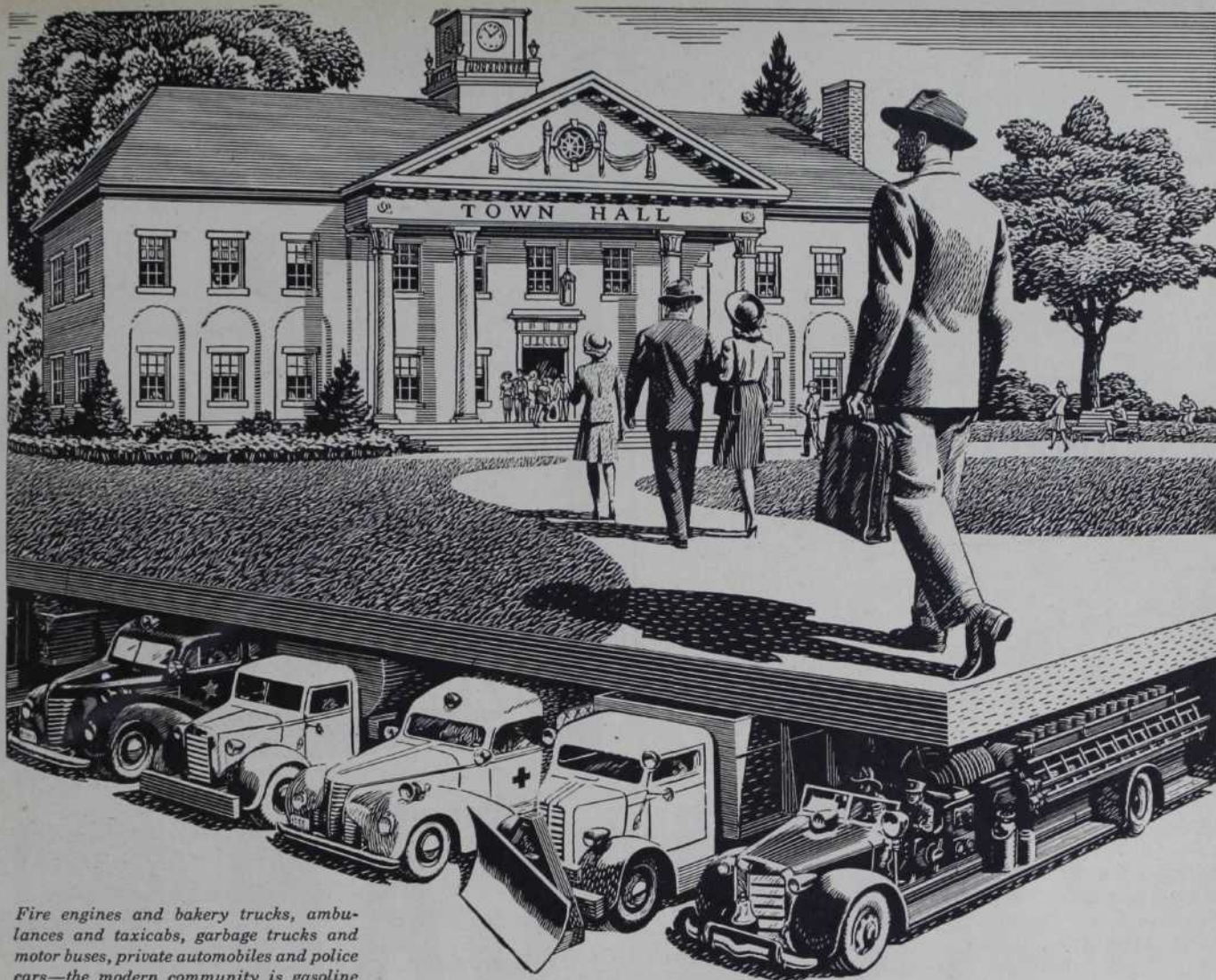


World's Largest Builders of Truck-Trailers

FRUEHAUF TRAILER CO., DETROIT 32

8 Factories—60 Factory Service Branches

FRUEHAUF TRAILERS



Fire engines and bakery trucks, ambulances and taxicabs, garbage trucks and motor buses, private automobiles and police cars—the modern community is gasoline powered from city hall to city limits.

Your community runs on gasoline

ON YOUR WAY to lunch some busy noontime count the many different types of motor vehicles it takes to keep your community rolling. It will help you understand why the improvement of gasoline transportation—why every increase in the power and economy of gasoline engines—benefits *everyone* in town.

For many years, Ethyl antiknock fluid, used by refiners to improve gasoline, has been of considerable help in the big, overall job of providing the nation with more economical transportation. That is because so many improvements in engines have depended to a large extent upon the availability of higher antiknock gasoline.

During the war, when the bulk of the antiknock fluid manufactured was needed for aviation and military gasoline, civilian vehicles were forced to operate on fuels of lower antiknock quality. This resulted in loss of power, performance and economy which could not be avoided under wartime conditions.

For it is true that anything which prevents the de-

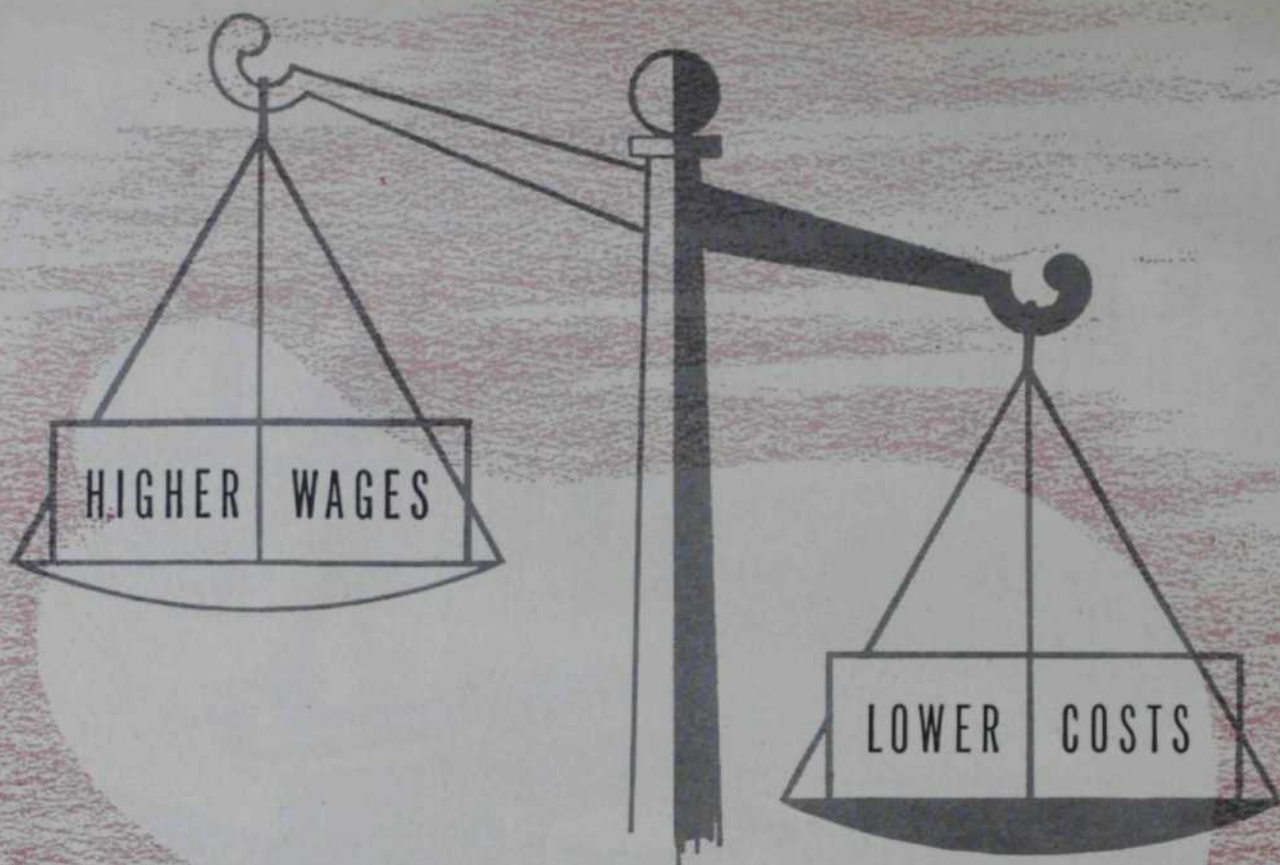
velopment and use of higher antiknock motor fuels can not help but impede progress in automotive transportation. On the other hand, each improvement in the quality of gasoline by petroleum refiners is a definite step toward better and more economical transportation for your community. Ethyl Corporation, Chrysler Building, New York 17, N. Y.

More power from every gallon
of gasoline through

ETHYL



Research • Service • Products



YOU CAN

REDUCE COSTS by INCREASING WAGES!

WRITE FOR DETAILS

YOU'VE GOT TO SPEND MONEY TO MAKE MONEY

GEORGE S. MAY COMPANY

The World's Finest Business Engineering

840 N. Michigan Avenue
Chicago 11

122 E. 42nd St.
New York 17

291 Geary Street
San Francisco 2

660 St. Catherine Street, West
Montreal, Quebec, Canada

OFFICES IN OTHER PRINCIPAL CITIES

Nation's Business



PUBLISHED BY

CHAMBER OF COMMERCE OF THE UNITED STATES

VOL. 34

JULY, 1946

NO. 7

What the Government Knows About You	Junius B. Wood	37
Uncle Sam averages five records on file for each citizen		
High and Mighty Sound Waves	Louis N. Sarbach	39
Supersounds kill germs, "see" through steel, homogenize milk		
The Scramble for Veterans	Carlisle Barger	41
Tomorrow's veteran influence is being organized today		
Man's Dangerous (45-55) Decade	John Jay Daly	44
Here's to your health—and what to do about it		
In Defense of Brass	Maj. Gen. Clarence R. Huebner	47
In time of war the Army cannot be a debating society		
Our New Western Empire	Keith Monroe	50
Where opportunities—and problems, too—are greater than ever		
Who Will Clear Our Slums?	Donn Layne	53
Is the job to be done locally or by the federal Government?		
Science Comes to the Farm	Vernon Vine	55
Test tubes not only help the farmer but give us better foods		
Audiences, Incorporated	Phil Dessauer	57
One way to bring Carnegie Hall to your community		
As We Meet the World in Trade	L. G. Dillon	59
Foreign governments put new handicaps on commerce		

REGULAR FEATURES:

TRENDS OF THE NATION'S BUSINESS:	Felix Morley	21
Eugene Lyons 25	Edward T. Folliard 29	Paul Wooton 33
N. B. Notebook 7	Management's Washington Letter	17
Book Reviews 96	Our Street	98
About Our Authors 101	On the Lighter Side of the Capital	102

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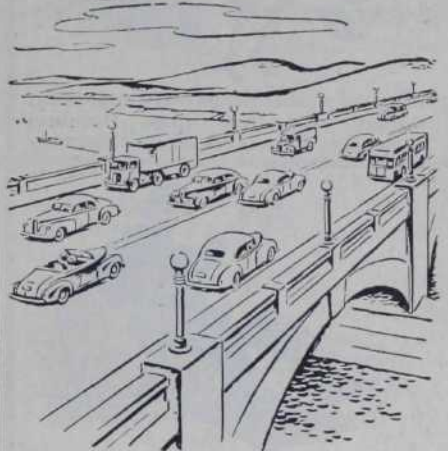
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EXPLORING HERCULES LAND

Smoother Surfaces for Concrete



Cement manufacturers, constantly seeking to improve concrete, found in Hercules Land the special resin ingredient that keeps modern concrete highways and airport runways smooth-surfaced longer . . . free from winter pitting and scaling, caused by chemical de-icing.

These new air-entraining cements are easier to handle and finish. They speed and improve all concrete work—walls, foundations, bridges, buildings.

Other Hercules aids in construction include explosives, blasting supplies, and chemical materials for fast-drying, durable finishes for concrete, metal, wood.

If construction is your business, it will pay you to know more about Hercules. The new 40-page book, "Hercules Products," describes the many chemical materials for industrial uses.



HERCULES POWDER COMPANY

947 Market Street, Wilmington 99, Delaware

HERCULES



CHEMICAL MATERIALS
FOR INDUSTRY

ACCIDENTS ^{to others} WILL HAPPEN...



Window washer drops dirty sponge on woman, ruins new dress. Building owner has to make a \$60 settlement.



Visitor trips on hand truck carelessly parked in aisle, fractures skull on machine. Sues for \$25,000.



Worn cable strands snap, elevator drops 25 feet to bottom of shaft. 9 customers sue department store!



Passerby reading paper falls into improperly guarded basement stairway. Back injury costs store \$9,000.



Broken needle left in a pillow-case seam gives woman blood poisoning. Manufacturer pays \$1,100 judgment.



"Keep out" signs don't always fully protect you. This child's electrical burns cost department store \$500.



Defective safety gate on a freight elevator fells woman charity worker. \$15,000 judgment for facial scars.



Her back hurt by a fast foul tip at company ball game, this employee's wife collects \$250 for doctors' bills.



Foods and drugs are not the only things that can injure the public. Whatever your product, play safe!

Your Business needs this Package Protection

Every few seconds—somewhere—costly accidents like these happen to the public. By law it may be *your* business that has to pay!

Let your own Agent or Broker bring you up to date on the many ways your firm can be responsible for injury to others. Let him show you how you can protect yourself against costly "other fellow" injury or damage lawsuits.

The Indemnity Insurance Company of North America "protection package" offers you quick, all-in-one coverage. Play safe! Ask your insurance man about it.

Insurance Company of North America, founded 1792, oldest American stock fire and marine insurance company, heads the North America Companies which meet the public demand for practically all types of Fire, Marine, Automobile, Casualty and Accident insurance. Sold only through your own Agent or Broker. North America Agents are listed in local Classified Telephone Directories.



INSURANCE COMPANY OF
NORTH AMERICA
COMPANIES. *Philadelphia*

INSURANCE COMPANY OF NORTH AMERICA • INDEMNITY INSURANCE COMPANY OF NORTH AMERICA • PHILADELPHIA FIRE AND MARINE INSURANCE COMPANY • THE ALLIANCE INSURANCE COMPANY OF PHILADELPHIA

LOST TIME can't be replaced...



...save it with
Executone
ELECTRONIC INTER-COM

Busy days...crowded hours...countless demands on your time! Let EXECUTONE conserve your energy—increase your capacity to get more work done faster!

With EXECUTONE on your desk, you can confer with your associates, issue instructions, secure information as quickly as the thoughts come to you. No receivers...no dials! Just press a button—and talk! Instantly, clearly, your voice is carried to the person you want to reach. His words come back naturally and distinctly. It's as easy and personal as an across-the-desk conversation.

EXECUTONE reduces inter-office traffic... frees your switchboard for important outside calls...speeds up production all along the line. The coupon below will bring you the whole story.

UNCONDITIONALLY GUARANTEED
Over 90,000 guaranteed installations are your assurance of trouble-free performance and dependability. EXECUTONE Systems are individually engineered to your requirements. Installed and serviced by factory-trained specialists in principal cities.

Two stations cost as little as \$68.
Systems with up to 100 stations, are available.

Executone
COMMUNICATION & SOUND SYSTEMS

Mail Coupon for Further Information

EXECUTONE, INC. Dept. G-2
415 Lexington Ave., New York 17, N. Y.
I am interested in data on EXECUTONE.

- ☐ Please send literature.
☐ Have representative call. No obligation.

Name _____
Firm _____
Address _____
City _____

NB

Notebook

Freedom

A SUCCESSFUL Broadway revue written and played by ex-GIs pokes good-natured fun at life in the services, Army red tape and "Welcome Home" proceedings. It is all in the great American tradition of taking nothing too seriously.

For millions of war veterans, however, there will probably be a serious moment or two on the Fourth as they compare this home of theirs with the lands and peoples they have visited. They will know more truly what the freedom we celebrate means.

As these men and these thoughts join the ranks and thinking of business, who will question the possibility of profound results? Freedom and making our free institutions work still better may become more than oratorical fireworks on one day in the year.

Per man-hour

IF THE PATTERN that set in after World War I is any indication of what we may expect from now on, complaints about reduced productivity of workers in industry ought to diminish.

From 1919 onward, with the one exception of a period in 1922-23, output per man-hour showed constant increase until 1931 when there was another short setback explained by depression-curtailed production.

Apparently it is customary to hear complaints of productivity loss at a time such as this. W. D. Evans, chief of the productivity and technological development division of the Bureau of Labor Statistics, in a talk before the American Statistical Association, quoted a leading industrialist as saying in March, 1920, "The American workman has fallen off 20 to 30 per cent in productive effort compared with prewar manpower output." Mr. Evans pointed out that this was

said in the middle of the most rapid productivity increase the country has ever experienced.

The prewar rate of increase was about three per cent a year and Mr. Evans, relying upon precedent and some other reasons, believes that for manufacturing as a whole the gain may be as much as one-third before 1950. War techniques, ample funds for machinery replacement, new processes and materials are the major reasons.

Find your target

ABOUT A YEAR ago numerous surveys were being made to find out about postwar market and trade possibilities. Polling techniques had been perfected so that there was supposed to be assurance of fairly accurate results.

Marketing surveys and other similar types of research, however, have broken forth in such a rash that the experts themselves have felt called upon to issue words of warning. Thus, an official of a large advertising agency recently declared in so many words that there is too much research that doesn't know what it is researching or why. It would be far better, he advised, if there was less investigation of meaningless matters.

In short, research authorities counsel knowing first what you want to know and what will serve a definite purpose before launching the inquiry. Otherwise you will spend a lot of time and money assembling facts that are of little use.

FTC reforms

NOT ONLY has the Federal Trade Commission decided upon a course of practical regulation instead of chasing business shadows but its opinions will be written in pungent, everyday English if the new Commissioner, Lowell B. Mason, is the author.

This is just what he did when



NOW... WE KEEP THEIR NOSES OUT of our business

THE porpoise—or, as some know it, the bottle-nosed dolphin—carries in its head a blubber from which, after four years of processing by a secret method, was refined the world's finest and most expensive oil. However, according to government sources, the quality of this oil declined with the death of its inventor.

Requested by the Navy to find a substitute, Cities Service Research, after a year of laboratory work and nine months of proving by the Bureau of Standards, developed a successful substitute out of petroleum.

Used in chronometers, electric meters, observatory instruments and other precision equipment, this oil *stays put* on the finest bearings. *It does not* spread like ordinary oil... nor is it likely to oxidize, or become gummy. And it will lubricate at tem-

peratures way below zero. All this means that tremendously costly instruments—frequently upon which many lives may rely—now may last longer and perform *dependably*.

The oil costs—take a deep breath—\$1,100 a gallon! It is sold in little bottles 5cc in size, and is applied with a fine wire which has been dipped in the oil and then drawn across the tiny bearing and its pivot, to leave just a trace.

Considering that $\frac{1}{3}$ of a drop is required for the bearings of a 21-jewel watch, the 61,400 drops in a gallon would lubricate 3,868,200 bearings for less than a third of a cent each... and provide every one with the finest protection known to science.

Out of just such research and mature experience, Cities Service is in a better position than ever to help industry improve its efficiency of production and quality of output.



CITIES SERVICE service is our middle OILS name

Sixty Wall Tower, New York

• Arkansas Fuel Oil Co., Shreveport, La.

the first formal action of the Commission was taken under the new dispensation. It was a modification of a former order which prohibited a brewery from using the brand name, "Canadian Ace," for a beer made in this country. The brewery wanted to keep the brand on which it had spent \$750,000 in advertising and offered to put "Made in U. S. A." in big letters on the label.

Commissioner Mason wrote: "But the Federal Trade Commission still claimed somebody might be fooled and that even with 'Made in U. S. A.' the label 'had the capacity' to deceive. So the Commission replied, 'Anyway, that's all we have to prove to get an order against you!' Which is undoubtedly the truth, because, you see, Congress passed a law which the courts say gives the Commission the right to stop an advertisement that has the 'tendency' to mislead. You get the difference—ads that deceive someone and ads that tend to deceive someone?"

"Here's an example which shows the difference," the Commissioner continued. "Few wives give their husbands black eyes, but many upon odd occasions may 'tend' in that direction. The Police Department doesn't arrest many women for blacking their husbands' eyes, but if the police were required under the law to use no discretion but arrest every woman who had that tendency or that capacity, we would close down the shops, cripple manufacturing and almost completely destroy family life."

Earning chances

A NATIONAL lottery has been suggested more than once as a means of reducing the debt and taxes. There is a bit too much Puritan in us, it is agreed, to expect much from the proposal on a nationwide basis.

But not so far from where the Puritans landed, a New England manufacturing company is getting good results from a lottery plan adopted in an effort to cut down absenteeism. The staff is predominantly female and new highs are being scored for attendance with just two prizes—a radio set as the first award and a pair of nylons as consolation. One credit for every full week will represent a chance on a new automobile at the Christmas party.

Veterans' market

HOME EQUIPMENT manufacturers have a problem on their hands in deciding what they will

do about fitting their products into the veterans' housing program that calls for 2,700,000 homes by the end of next year. According to a survey of what the veterans themselves can afford, the average cost will be less than \$6,000.

The actual budget possibilities disclosed that 14 per cent could buy homes costing from \$3,600 to \$6,000, 50 per cent could afford \$6,000, 32 per cent less than \$3,600 and 4 per cent from \$6,000 to \$10,000.

The Oil Heat Institute passed along these estimates to its members and emphasized the necessity of fashioning and pricing equipment which would fit into this market. Canny builders would be making their choice of coal or oil or gas from the cold facts of price and utility.

So while the speculative fever runs high in the building field, there is this countercurrent of stiff competition already in motion. Out of it ought to come much the same advance that characterized developments in the early days of the Tennessee Valley Authority—electric stoves and other appliances at prices which earlier were thought impossible. Volume not only produced the price but also good profits for the makers.

Monopoly

MONOPOLISTIC practice has been associated in the public mind almost exclusively with big industry. Sellers were the offenders and not buyers. Several chain store organizations came under fire before the war and as a result Congress passed the Robinson-Patman Act which outlawed certain price discriminations in favor of big buyers.

Merchandise shortages and price control, however, have introduced some marketing changes which are now being assailed by manufacturers and their salesmen as monopolistic practice.

Producers charge retailers with buying up materials for fabrication, thus reducing their own sources of supply. Salesmen criticize direct deals whereby their services are eliminated. The head of one salesmen's organization declares, "a distribution monopoly is just as bad as one in production or transportation."

Brands ahead

THE UPSET in merchandise standards as a result of war shortages and price control worked to the advantage of advertised brands. Recent surveys support the notion

NEED MACHINERY AND EQUIPMENT?



Buy it now . . . take time to pay this low-cost way

**TOTAL
COST PER
\$1,000
OF
FINANCING**

**12-month Terms \$ 32.50
24-month Terms 67.50
36-month Terms 107.50**

You need make only a small down payment to buy the machinery and equipment you need. Our Machinery and Equipment Purchase Plan is ready to pay the balance for you. Then you repay us monthly . . . with the help of new savings or increased earnings produced by the equipment.

Thus you can take immediate steps to improve both your competitive position and your sales opportunities . . . by equipping now for more and better production at lower cost. Even equipment engineered and built to your special order can be financed on uniformly easy terms under this plan.

A booklet giving more information about the broad scope, simple operation and low cost of using this plan is yours for the asking. Just write to the nearest Commercial Credit Company office listed below and ask for Booklet HI-2.

DO YOU SELL MACHINERY AND EQUIPMENT?

Whether you are a manufacturer, distributor or sales agent, you can use our Machinery and Equipment Purchase Plan to stimulate sales . . . and receive your full selling price in cash immediately . . . without cost, credit risk or contingent liability. Write for details.

COMMERCIAL FINANCING DIVISIONS:

Baltimore, New York, Chicago, Los Angeles, San Francisco, Portland, Ore.



FINANCING OFFICES IN PRINCIPAL CITIES OF THE UNITED STATES AND CANADA



"WHICH WOULD YOU CHOOSE TO REPRESENT YOU?"

asks King Cotton



**SMART
AND
LIVELY**

OR

**DULL
AND
DREARY**

Being well groomed may not *make* a salesman, but a shoddy appearance can *break* his chances in a few short seconds. The situation is the same when your letterhead has a selling job to do.

Stationery of *new* cotton fibers, with its brisk, clean, hard, smooth finish, with the feel and obvious fact of *quality*, will assure more attention for your letters. Cheap stationery means two strikes against you before the letter is read. Your business will be better liked if you use cotton fiber paper. Yet using PARSONS cotton fiber papers, available in a wide range of finishes, colors and qualities, in-

volves additional cost of only a small fraction of a cent a letter.

Your secretary, too, will appreciate the superior writing and erasing qualities of cotton fiber paper, its additional strength, durability and permanence.

For stationery that will get better results because readers like it better, remember, *it pays to pick Parsons.*

It Pays to Pick
PARSONS
P A P E R S
Made With New Cotton Fibers

PARSONS PAPER COMPANY • HOLYOKE, MASSACHUSETTS

that retailers will give them more attention than in the past.

A. O. Buckingham, vice president of Cluett, Peabody & Co., and chairman of the Brand Names Research Foundation, Inc., reported to the American Marketing Association that there has been a sharp increase in the use of branded lines since 1940 among apparel and accessory retailers. Sales of brand name grocery products increased 67 per cent from 1942 to the period of a canvass in November, 1945.

Mr. Buckingham accounted for the gains with these reasons: (1) emphasis upon some names because they were unobtainable, (2) qualities maintained when others were debased, (3) prices "frozen" and therefore lower than new products, and (4) many new products were "here today and gone tomorrow."

To push wartime headway, the Brand Names Research Foundation will enlarge the scope of its operations. National advertisers will be called upon to allocate some space in their regular programs to tell the broad story of consumer service and economic values. This plan is modeled on the lines of the War Advertising Council.

Cash money

FOR WHATEVER light it may serve to throw into the dark corners of black markets, the figures issued by the Treasury Department on money in circulation by denominations shows that the highest ratio of gain since 1939 has been in \$20 bills, which also represent the highest total of all "cash money" in circulation.

At the end of March citizens had \$8,986,000,000 in these bills or 5.7 times the 1939 total of \$1,576,000,000.

The ratio for \$50 bills jumped five times and for \$100 bills 4.6 times. The total for \$5,000 bills dropped to \$9,000,000 for March, 1946, from \$20,000,000 at the end of 1939, and there was only \$22,000,000 in \$10,000 bills as against \$32,000,000 in 1939.

Correction

THROUGH error, the photograph in "Banks Make Glamour Pay," on page 89 of our May number was credited to "a bank in Long Island." Actually, the picture was a view of a Christmas program presented by the Phoenix Junior College A Cappella Choir in the lobby of the Valley National Bank's home office, Phoenix, Ariz.



These little stories may save you money

● Here you see brief summaries of the savings effected in four different companies with Addressograph simplified business methods.

Similar savings are being made today in thousands and thousands of other offices and factories.

You can save too.

Addressograph is the fastest known method of putting information on business forms. In the time it takes you to read this advertisement Addressograph equipment could write as many as 200 different time cards—or pay checks

—or statements—or route cards with complete accuracy.

You can save time and money with Addressograph methods in every department of your business—wherever paperwork is handled. And Addressograph can be used with existing systems and routines alone or in conjunction with other office equipment.

Ask any Addressograph man to show you what others have saved on jobs similar to yours. Call the nearest Addressograph agency or write Addressograph-Multigraph Corporation, Cleveland 17, Ohio.

Addressograph

TRADE-MARK REG. U.S. PAT. OFF.

SIMPLIFIED BUSINESS METHODS

Addressograph and Multigraph are Registered Trade Marks of Addressograph-Multigraph Corporation



"Sounds like opportunity to me!"

If you are looking for a career, your Bell Telephone Company may have exactly what you want—work that's interesting, important and pleasant.

Right now in many places Bell Companies need young women to help meet the demand for telephone service.

Wages and working conditions, good. Associates, friendly. Annual vacations with pay. Benefit payments. Attractive openings of many kinds.

Ask the nearest Bell Telephone employment office to tell you what opportunities there are in your community.



BELL TELEPHONE SYSTEM

NATION'S BUSINESS for July, 1946



HOW ANOTHER SMALL BUSINESS TOOK ROOT IN ALUMINUM



Sitting pretty

in SMYRNA, GA.

There's a healthy young industry "blooming" down on a farm near Marietta, Georgia—Smyrna Industries, Inc. They make aluminum furniture.

How did this get started?

In the Marietta bomber plant, Mr. C. J. Huggins had learned a new trade—the "aluminum trade". Got acquainted with aluminum, liked to work with it, dreamed of things that could be made with it easily, quickly—things like aluminum stools and tables for kitchens; bar and soda fount stools, occasional tables and dinette suites.

Shortly before V-J Day, he launched the project—ten employees, in a barn building. But, there were problems even for experienced aluminum workers. What aluminum alloy would be best to use? What temper? What finish?

"The Aluminum Company of America engineers and technicians answered my call," says Mr. Huggins, "and were mighty helpful. They recommended changes in alloys that resulted in greater ease of manufacture, more beauty and economy."

Today, with 100 workers, in five farm buildings, Smyrna Industries is proudly turning out thousands of stools a week. The business is indeed "sitting pretty".

This is another example of how hundreds of businesses have been helped by Alcoa's 58 years of experience with the makers of all kinds of aluminum products.

Maybe Alcoa experience can be helpful to you. Sales offices in 53 leading cities. ALUMINUM COMPANY OF AMERICA, 2125 Gulf Building, Pittsburgh 19, Penna.

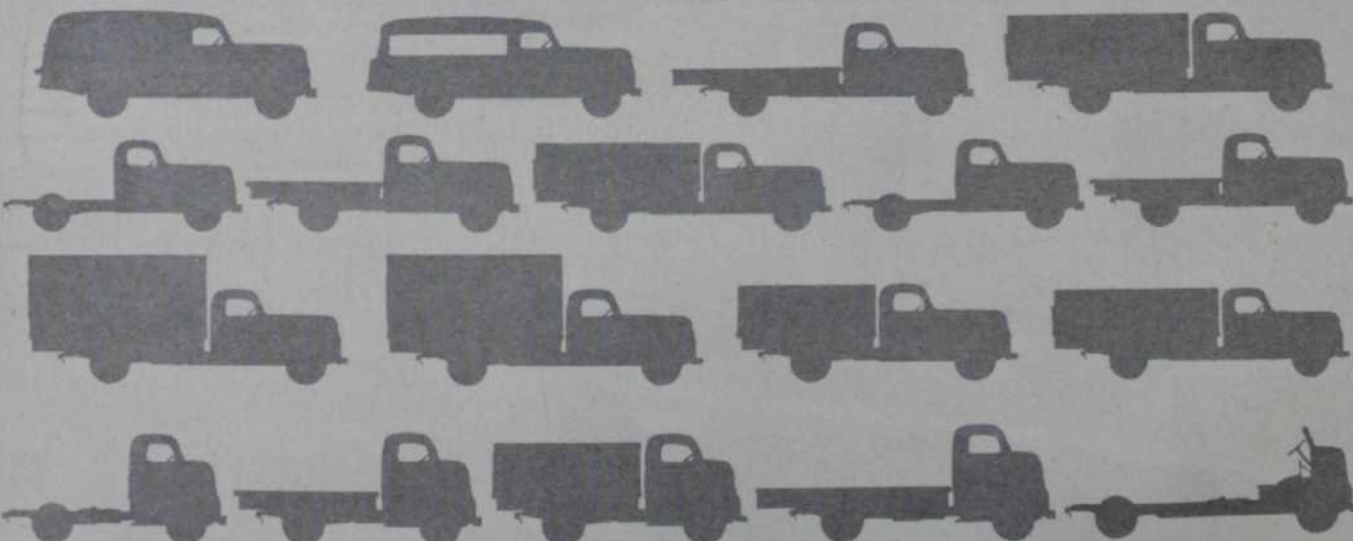
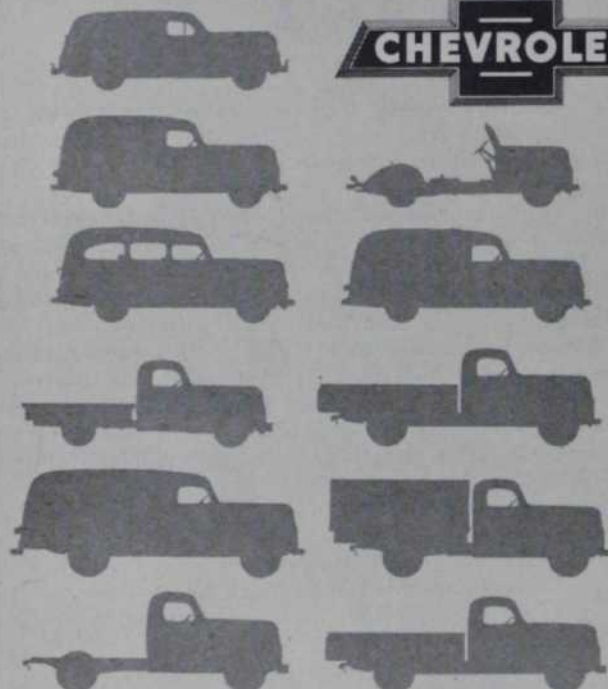
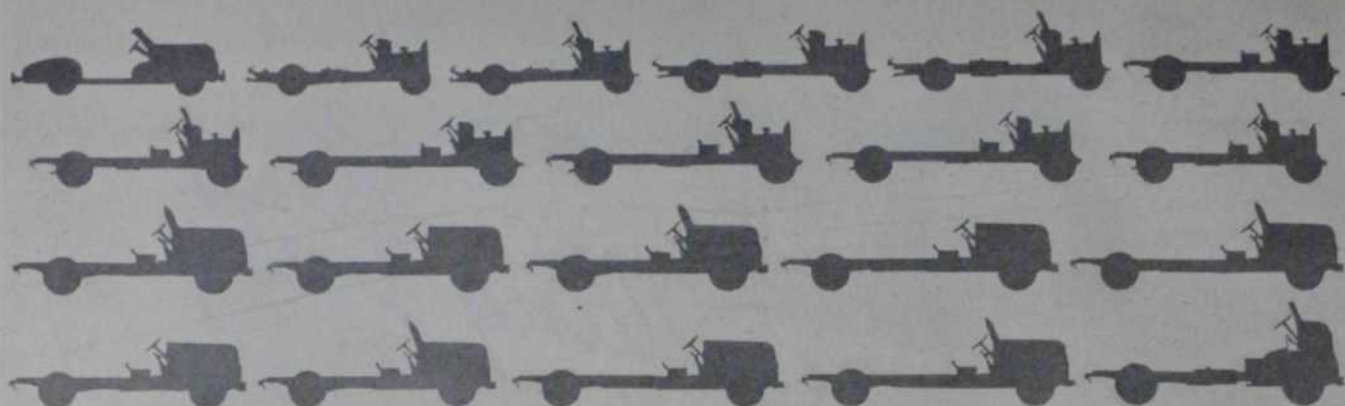


This group of farm buildings houses Smyrna Industries, Inc.

ALCOA

FIRST IN ALUMINUM





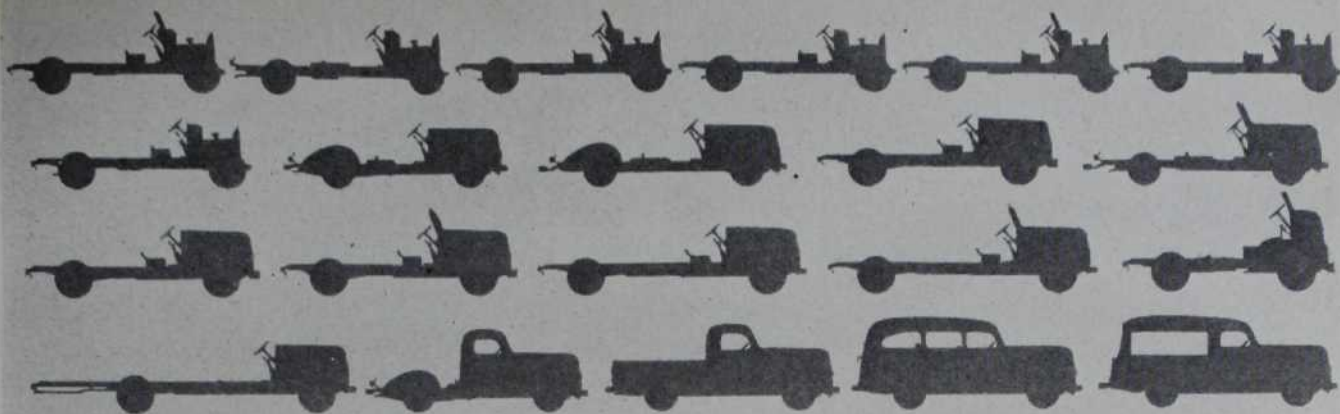
Count 'em . . .

99 MODELS

on 9 wheelbases

*The right truck for
any hauling job*

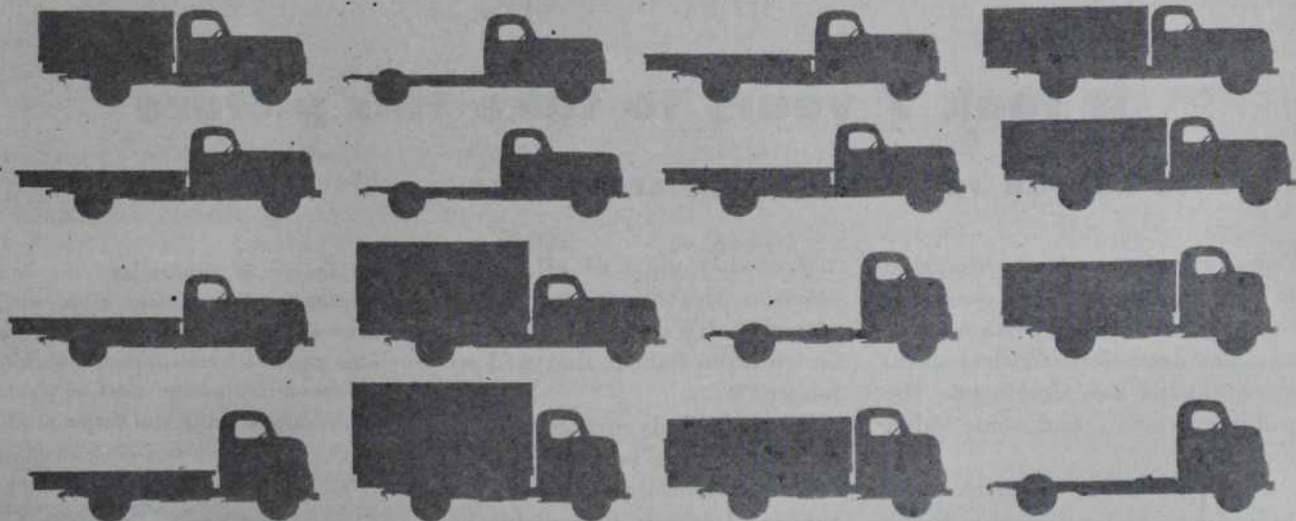
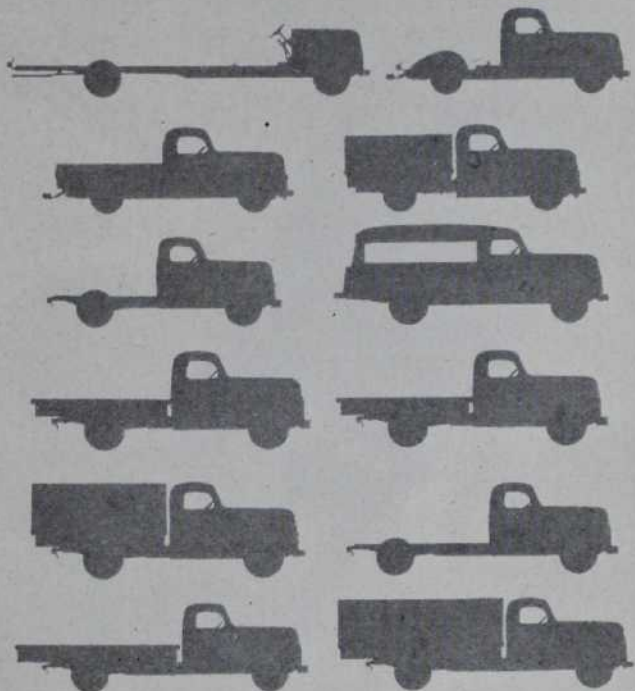
CHEVROLET



Now . . . still more truck users can enjoy the advantages of Chevrolet's traditional economy and efficiency—qualities that have placed Chevrolet in first position in sales year after year. For the new Chevrolet truck line includes additional models of still greater load capacity in the heavy-duty classification. Among Chevrolet's 99 models on nine wheelbases—some with the standard Thrift-Master engine, some with the high-torque Load-Master engine—there is a truck to fit your requirements and save you money.

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BUY • TO RUN •
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It took 7 years to take this picture

ANOTHER REASON FOR GOODYEAR LEADERSHIP

FOR CENTURIES, people have walked on leather. But, over the years, the supply of hides in proportion to the need has decreased. Critical shortages of leather have developed. The problem was to find some other material.

Out of Goodyear Research—after seven years of hard work—comes the answer to this problem—Neolite—"the world's first and only perfect shoe sole." Neolite outwears leather, is waterproof, non-skid, forms a firm platform for the foot, is the most comfortable shoe sole you ever wore.

Probably most of all, Neolite answers the question asked by parents: "Why can't I get soles for children's shoes that will wear longer?"

While Goodyear, the largest builder of tires, is also a leader in rubber shoe products, Neolite is not rubber. Its basic ingredients have never before been used in soles. The formula is a secret, but the manner in which this new material has been received is no secret. Millions of people are now walking on Neolite—and liking it!

A pioneer in rubber and the world's leading builder of tires, Goodyear also is an experienced worker in many other vital fields—metals, fabrics, chemicals, plastics . . . using years of research leadership to bring you better products.



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MANAGEMENT'S

Washington LETTER

A last minute roundup by a staff of Washington observers of government and business

► **RISING POSSIBILITY** of a price break similar to the sharp drop following World War I needs careful watching.

Government economists studying the trends see analogy in the 1918-20 record and present pattern.

No predictions of a repetition of the 1920 break are uttered officially—at present. But the economists do point to these facts:

Total income payments increased 103 per cent from 1914 to 1920—and 120 per cent between 1939 and 1946.

Currency circulation doubled in first war, and quadrupled between 1939 and 1946.

Demand deposits of individuals doubled in both war periods.

Total industrial production in first half of 1920 was 41 per cent above 1914; is now 48 per cent above 1939.

Production of goods sufficient to meet existing demand is still many months ahead.

The 1920 boom hit its peak 21 months after the armistice.

Same readjustment cycle of 21 months after V-J Day would hit its peak in May 1947.

Business significance of these factors: Steadily rising prices sustained by abnormal export demand for farm products indicates a swiftly mounting boom pattern, like 1920.

First test period before possible sharp readjustment is anticipated in Spring of '47, when European food production approaches prewar normal.

Fact that government chartists are now thinking of 1947 in terms of 1920 should be a yellow light of caution on your inventories and price calculations.

► **WHILE U. S. INDUSTRY** slashes production estimates because of strikes and strike-caused shortages, Britain is setting new industrial records.

Official British figures for 1946 industrial activity show:

Employment in industries manufacturing

metal and chemical products is 142 per cent higher than a year ago.

More than half the world's ship construction—52 per cent—is under way in British shipyards. Tonnage is higher than any year since 1922 and shipyard workers are 60 per cent more numerous than prewar.

Export volume is running 87 per cent of 1938's figures—2½ times greater than a year ago.

Export items above prewar volume are motorcycles, rayon piece goods, cigarettes, rolling mill products, iron and steel, paints and colors, machine tools, bicycles, wool.

► **BUSINESS POPULATION** is increasing at a rate which may prove too rapid.

There were 3,235,000 business establishments in U.S. at beginning of 1946, a net increase of 400,000 in the previous two years.

But veterans' rush to radio shops, electrical appliance stores and automobile service stations may be too sudden for sustained commercial vitality.

One midwestern community of 2,000 population now has nine radio and appliance stores.

The largest percentage increase in the number of retail stores from the beginning of 1944 to the beginning of 1946 was in the appliance and radio fields.

► **U.S. EXPORTS** financed by direct loans, plus Bretton Woods credits, are recognized as an increasing factor contributing to troublesome shortages at home; foreign markets bid up U.S. prices with our own money.

But "any slight increase of inconveniences and shortages at home, as well as of inflationary pressures, represents part of the small price this country must pay for world reconstruction," says Secretary Wallace.

► **ATOMIC BOMB PLANT** at Oak Ridge, Tenn., is a first objective of CIO organization drive in South.

A flying squadron of organizers has opened headquarters in Oak Ridge, under the direction of Van A. Bittner, chief of CIO's expansion drive in the solid South.

Program to give 40,000 atomic workers a voice in management through labor-management committee, also demands closed shop and check-off of union dues from pay rolls.

Enrollment of this plant under maintenance-of-membership clause would make the Gas, Coke and Chemical Workers the biggest CIO unit in the South.

Oak Ridge plant comprises 425 build-

ings on Government's 59,000-acre industrial development.

► MOSCOW LABOR CONFERENCE in June approved a long-range program for World Federation of Trade Unions to stimulate labor organization activities in all liberated, mandated and colonial areas.

This project gives WFTU a permanent organization in every reconstruction area.

CIO representatives to Moscow sessions pledged their support of organization campaign in Mexico and South America through a special committee on Latin-American affairs.

WFTU will maintain friendly contact with United Nation's Economic and Social Council, but will give UN no voice in shaping its world labor program.

► WESTERN UNION'S 10 per cent rate increase, approved by FCC, is coupled with a broad government inquiry to get at basic difficulties of telegraphic communications.

"If there is a real need for the service which WU can provide, something more basic must be done, and done soon, to meet the problem of developing a strong and efficient telegraph system in the U.S.," says FCC.

Current rate increase is for one year only.

Other adjustments include elimination of special travel rates, higher charges for market reports, higher fees on money transfers, and a 10 per cent increase on press reports.

Emergency increases are to cover substantial wage awards by WLB last December which put WU in the red.

But Government retains its 20 per cent discount on official business.

► NAVY'S new magnetic searching device explores 1,000 square miles daily for mineral deposits.

In Alaska and northern U.S. experiments, more than 40,000 square miles already have been prospected by aircraft carrying the new magnetic searching equipment.

Airborne explorers now prospect areas heretofore inaccessible on foot.

Plans are shaping for a detailed magnetic survey of all naval oil reserves in Alaska.

Device may find wide mining application in Pacific jungle areas, Africa, and in the remote western Andes range of South America.

► GERMAN SECRETS in cosmetics and toiletries will be investigated by a scien-

tific expedition financed by U.S. beauty makers.

Inquiry will delve for many unique products developed by German chemists, in lipsticks, perfumes, sunburn lotions, hair tints, and depilatories.

In many of these products Germans had mastered the use of synthetic oils, while U.S. producers still struggled for natural ingredients obliterated by the war.

► NEW AUTOMATIC CALCULATOR being built by University of Pennsylvania will weigh 30 tons; will give the answers 100 times faster than the first machine two years ago, at Harvard; will multiply a ten-digit number in less than 1/300th of a second.

These machines will work on scientific and astronomical tables, accomplishing in minutes results which expert mathematicians could not turn out in a lifetime with paper and pencil.

► RECLAIMED ALUMINUM from surplus military aircraft is being produced by Navy at less than six cents a pound, showing a nice profit in scrap ingots.

Wings and fuselage are whacked down to smelting dimension by acetylene torch, fed in furnace at 1,350 degrees, and poured two minutes later. One war-weary Hell Diver comes out as 2,540 pounds of scrap.

Program anticipates recovery of 35,000,000 pounds from naval surplus alone.

► FARM PRODUCTION GOALS for emergency famine relief are in danger in many areas because of the drastic curtailment in farm machinery production resulting from strikes.

Steel, rail and coal strikes cut tractor output in half in 60 days, with less severe reductions in planting, seeding and fertilizing equipment.

Because of the current scramble for metals and fuels, farm machinery production won't reach its January level again until August-September.

► BABY FOODS enjoyed a phenomenal wartime expansion of 777 per cent during 1939-45, because several million working mothers found them an ideal solution; Commerce predicts another 20 per cent sales increase this year.

Launched in 1926 with \$10,000 capitalization, canned baby foods now gross \$125,000,000 a year.

► PUERTO RICO'S new agricultural development program (by Tugwell) applies a modification of Russia's state farms,

called "proportional profit tenure."

Government leases large tracts to managers on profit-sharing basis, with labor paid "prevailing wages" plus a wage dividend proportional to number of days worked each year.

U.S. Department of Agriculture frankly describes the experiment as a cross "between capitalistic and communistic enterprise."

An amendment recommended to Congress would extend Social Security program to Puerto Rico to make proportional-profit farm workers eligible for U.S. old-age pensions.

► PACIFIC COAST is hit hardest by dwindling milk supplies, because of advancing feed costs.

Recent price increase on butter does not solve shortage problem, because disparity between feed costs and whole milk prices still is not closed.

One California creamery association told Senate Agricultural Committee its butter shipments first quarter this year were 272,481 pounds, compared with 6,445,331 pounds shipped in the same quarter of '45.

"At this rate our 1946 volume will be only slightly over 1,000,000 pounds, as compared with 29,000,000 pounds last year; and last year's volume was the lowest since 1928."

In some western areas, 25 per cent of the dairy farmers already have reduced their herds, because OPA price plus federal subsidies do not cover even the feed bill.

► CENSUS estimates 38,175,000 families in U.S. as of July 1, 1946, an increase of 675,000 in last year; total by 1950 will be 40,900,000; and by 1960, 44,775,000.

Census' definition counts a family as such only when it has its own shelter.

Establishment of 1,850,000 new families in the next two years means new markets in rugs, furniture, household equipment and gadgets; school facilities, retail outlets, places of entertainment.

► MATERIAL SHORTAGES have slowed emergency housing program to a creeping pace.

In first four months National Housing Agency approved 199,200 temporary units for veterans, of which only 15,829 were completed.

Of all federal permits issued, construction actually had been started on only 40 per cent.

Balance was in various phases of preliminary paper work.

► TIGHTER CONSTRUCTION CONTROLS by National Housing Agency provide for at least two federal inspections to assure compliance with minimum space and quality standards in dwellings built with emergency priorities.

Only veterans building units for their own occupancy may elect to do their own inspections.

Even then the veterans still must file in advance floor plans and front elevation sketches.

► PRESIDENT TRUMAN'S government reorganization plan, unless stopped by Congress before July 15, would make all federal housing agencies a permanent part of the Executive Branch.

Construction and real estate industries oppose this freezing of so-called wartime emergency powers into fixed peacetime pattern of federal dictatorship.

► WARTIME METALLURGICAL secrets are now available for industrial application, in a report from the National Defense Research Committee covering 96 heat-resisting alloys of chromium, tungsten and molybdenum.

Data is from tests ranging between 1,200 and 2,000 degrees Fahrenheit, sponsored by Navy's Office of Research and Development as part of its gas-turbine program.

► CONGRESSMAN HOWARD BUFFETT, of Nebraska, says OPA should have been terminated on V-J Day, tells his colleagues it was like a reckless taxi driver, who, when a lady passenger complained, responded:

"Madam, just close your eyes like I do when I whiz around the corners, and you won't be scared."

► WASHINGTON BUSINESS BRIEFS: Steel shortage following strikes has cut back auto industry's 1946 production schedule by 50 per cent....Men's wear buyers predict all types of clothing will be in abundant supply three months after end of OPA controls....Sugar trade hears industrial ration must be cut once more for third quarter....Textile industry soon will be given secret German processes for making water-repellent and crease-proof rayons by a resin bath....International Textile Mission reports Japan now has intact one-fifth of her prewar cotton textile plants and one-third of her rayon capacity; in 1946 cotton plants will produce at rate of 4.5 yards of cloth per capita....Coal strike cost U.S. nearly 90,000,000 tons of bituminous production.



How the Chase can Expedite Exports

Every day, problems as numerous and as diverse as the ports of call to which American goods are sent confront the American exporter, when shipping on a draft basis. Yet often they *can* be simplified quickly by authoritative answers to such important questions as these:

1. What is the foreign customer's credit standing?
2. What are the import and exchange regulations and the present trade outlook in the country to which we are shipping?
3. When goods are not of American origin, will U. S. dollar exchange be granted by the country to which we plan to ship?

Every day, the Chase National Bank answers such questions from current information supplied by its overseas branches and by its correspondent banks in all commercial centers of the world. In turn, this information is channeled to Chase customers in the United States through a large, experienced Foreign Department.

Exporters are invited to consult our officers regarding ways in which the Chase Foreign Department can be of assistance in expediting overseas business transactions.

You are invited to send for our Folder "Import and Exchange Regulations of the Principal Countries of the World."

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TRENDS



OF NATION'S BUSINESS

The State of the Nation

LAST JULY the American people were still firmly united in the achievement of a common purpose. That the wartime structure of voluntary cooperation should have dissolved so completely in the first postwar year is an evil omen for the country. Something fundamental is wrong when citizens who worked harmoniously for military victory are unable to maintain the virtue of cooperative effort during the no less vital period of reconstruction.

The long series of unadjusted labor disputes, exceeding the bounds of social tolerance in the clearly unnecessary strike which paralyzed the railroads recently, has many complicated causes. Different groups are entitled to emphasize different factors, as their own fancied advantage dictates. But one underlying cause which none can dispute is the insidious weakening of the will to cooperate.

This is a very serious matter for a republic founded on the assumption of common interests among its citizens, owing all its stability, wealth and security to the capacity of its people to work willingly together, both for their collective and for their individual betterment.

Necessity Forced Cooperation

In the early days, Americans learned the social value of cooperation in the hard school of necessity and short was the shrift of those who failed to apply the lesson. To forego personal enjoyment in behalf of the neighbor who was in trouble; to join forces on call in behalf of community needs—this attitude was axiomatic in frontier

life. The more self-sufficient the individual, the keener his recognition of self-interest in maintaining a sense of duty to those less fortunate. Emphasis was on obligation. The current assumption of ever-expanding "rights" would have seemed fantastic to those who founded this Republic.

With material progress this cooperative spirit has imperceptibly decayed. The personal touch, which counts for so much in all human relationships, has been crowded out by the rapid growth and ramification of modern capitalistic economy. From the viewpoint of Big Business and Big Unionism alike the individual is no longer a personality. Both as producer and consumer he has become a mere unit, considered primarily for purposes of sales figures, or of NLRB elections.

Less Effort is Volunteered

So it is not surprising that in the thinking of most of us the sense of duty to one's neighbor has atrophied. The deep personal conviction of the past has degenerated to the perfunctory performance of the present. Under the pressure and propaganda of war, ironically enough, the inherited instinct to cooperate gladly in a free society still operates. But, normally, we now write off our larger social obligations through the medium of income tax payments; by conventionalized gratuities; or by virtually prescribed contributions to a well-organized Community Chest. The acceptance of the conscript is replacing the spirit of the volunteer.

"That which is common to the greatest num-



Welded fillings for teeth that chew rock

• These are the teeth that make little ones out of big ones, the "big ones" in this case being man-size boulders! Much like coffee beans in an old-time mill, the huge rocks are smashed against the stone crusher's walls, then ground smaller and smaller as they near the bottom.

How can the teeth stand this impact? They can't for long. But as fast as they wear down, they're built up again — by the arc welding process known as *hard surfacing*.

Today, as special P&H electrodes for hard surfacing prolong the life of rough-usage tools, other types of P&H electrodes are fabricating all kinds of equipment. Right in the P&H plants, for example, they are used

in the all-welded construction of power shovels, overhead cranes, road equipment, etc. Yes, P&H the maker of welding equipment is a leading user as well.

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ber," said Aristotle, in his eternally timely indictment of Communistic theory, "has the least care bestowed upon it." After twenty-three centuries this penetrating observation remains true, in the ethical as in the material field. The sense of duty loses vitality and value unless it is cherished as a personal obligation, not to be wholly ceded to the State, the Church, the Trade Association, the Union or any other collective agency. And as the sense of personal duty weakens, the basis of cooperation is undermined, to an extent which increases with the authority of the organization in which the individual has submerged himself. No armies were ever more rigidly disciplined than the German and the Japanese. None ever collapsed more completely, once the artificial solidarity created by compulsion was shattered.

We Approach Slavery Again

We have given too little thought to the alarming significance of the change from voluntary cooperation, which is the attribute of free men, to that involuntary cooperation which is the attribute of slaves. This change, in the attitude of men towards the State, towards their employees and towards their employers, has come, like a thief in the night, during the lifetime of most of those who read this page. With that change, and not with the accession of Hitler to power in Germany, came the menace of totalitarianism. With the restoration of the spirit of voluntary cooperation that menace will pass. It did not disappear with Hitler's death.

What voluntary association so quickly built, the lack of it can even more quickly destroy. We had a hint of this, like the grim warning of the first autumnal frost to pleasure-loving butterflies, when the trains stopped running a few weeks ago. The utter helplessness of the individual, as essential working relationships are broken down, has for the first time been brought home to many by the strike epidemic. If that lesson is fully appreciated the curtailment of production has not been wholly lost.

To John L. Lewis is attributed the shrewd aphorism that: "Bayonets won't mine coal." Neither, it may be added, will bayonets raise or transport food for unemployed miners. Nor will bayonets create wealth for wage increases which in the long run, under any economic system, can only be obtained from, and in direct relation to, increased production.

Mr. Lewis was right in pointing out that the bayonet is not a symbol of productivity. It is a symbol of governmental force. But when men forget how to cooperate, in the production, transportation and marketing of goods, the bayonet or its equivalent will of necessity come to the fore. When productive enterprise is paralyzed the State will soon or late be forced to compel co-

operation. If the work essential to Society is not done voluntarily it will be done under compulsion, something for which the bayonet is an efficient tool. And, while bayonets will not mine coal, there is no question

that the Navy can run ships. In other words, totalitarianism will supplant individualism whenever the latter, over a protracted period, loses that will for voluntary and mutually helpful association which alone makes individualism a practical philosophy of life. And when totalitarianism takes over, the imaginary "rights" of management and labor will alike be seen as the fictions our forefathers knew them to be. This is not theory. It is a natural law to which history shows no exception. Our Senate, less susceptible to public hysteria than the House, has shown fine discrimination in detecting the dangers underlying President Truman's hastily drafted emergency labor legislation. It may be hoped that closed-shop advocates—unconscious totalitarians—will soon show equal perspicacity. When the Supreme Court itself is torn by faction, mere law cannot restore the will to cooperate.

"Rights" Could Be Lost

During the past few weeks events have demonstrated that Americans of all types, far from gaining new rights, are in vivid danger of losing those laboriously acquired for us by men who gave more thought to duty than to privilege. The specter raised by overemphasis on fancied rights will not be laid by managerial denunciation of labor or vice versa. On the contrary, such social recrimination can only advance the day when both management and labor, and our society as a whole, will perforce accept the permanent dictation of government.

That dictation will never long be exercised in behalf of one, and against another, group of producers. It will not favor wage earners by maintaining the value of the dollar when wages rise while productivity declines. It will not favor employers by drafting sullen strikers to work for private enterprise. What dictatorial government will do is to force all of us, in a democracy of servitude, down the road to serfdom.

What the voluntary cooperation of free men can do should need no defensive explanation for Americans. Its accomplishment, not yet merely historical, is all about us. That an intelligent people would squander such a heritage would seem unbelievable, except that the evidence of suicidal social dissension compels admission of a failing sense of values.



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Research engineers of American Viscose Corporation, the nation's largest producer of rayon, are constantly cooperating with textile makers on such problems . . . always seeking to improve the old and to develop new uses for rayon for men, women and children . . . and for industry. "Doing something about the weather" is just one example.

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The U. S. and World Affairs

LOOK FOR ever-growing pressures for a revision of the Potsdam agreement. As the fog of vengeance feeling lifts, the economic landscape of Europe becomes increasingly visible. Democratic opinion, in its slow reconversion to truth, begins to apprehend (1) that the continent must be restored to economic health if anything like a stabilized world situation is to be attained, and (2) that the restoration of the German economic potential is indispensable to a revival of the whole continent.

"The Potsdam agreement was madness and moonshine," an outstanding British Laborite, Michael Foot, declared recently. "Potsdam must go and we must have rewriting which will enable new economic reconstruction to be undertaken."

The same sentiment is implied by American comment on nearly all political levels. Even Mrs. Eleanor Roosevelt has conceded that "certain past agreements" may have to be revised "in the light of new circumstances," adding: "For instance, enough industry must be allowed in Germany so that she will not have to count on subsidies from other countries to live."

Publisher Gardner Cowles, Jr., representing the far left flank of Republican opinion, has asserted that "the best way to avoid World War III is to get Europe on its feet again," and that "the quicker we scrap the Potsdam Declaration and treat Germany as one economic unit, the better off we'll be." Such "liberal" voices are reinforced by Senator Vandenberg's emphasis on "a unified Germany, where the real core of Europe's recuperation resides."

The facts of geography, economic resources and industrial potentials have not been canceled out by the war. Germany is the industrial heart of Europe. No political considerations can alter that fact. Before 1939 the Reich held first place as a source of imports for Czechoslovakia, Bulgaria, Finland, Greece, Hungary, Italy, the Netherlands, Norway, Poland, Sweden, Switzerland, Yugoslavia, Turkey. It accounted for a substantial slice of the imports into France and other countries. In 1938 Germany shipped out \$321,000,000 worth of machines and tools, \$223,000,000 in iron and steel, \$175,000,000 in pharmaceuticals.

In a world hungry for raw materials and manufactured goods, a storehouse of these dimensions cannot be locked up without dire consequences. Obviously military industries must be suppressed, near-military economy must be rigidly controlled.



But to freeze German economic energies in other respects would constitute history's most startling example of cutting off one's nose to spite one's face.

Politically the most important event in Germany has been the merger, enforced by raw terror, of the Social Democratic and Communist parties in the Russian zone. The resultant party is as totalitarian as its Nazi predecessor. It does not conceal its aim to dominate the whole country. Its principal slogan—"We fight for Germany's unity"—is calculated to appeal to the vast majority of Germans. The doors of the party have been thrown wide open to millions of rank-and-file Nazis—readiness to join up is accepted as full proof of "penitence."

As the democratic allies become more keenly aware of this undisguised plan for a totalitarian Reich under Communist aegis, the revulsion against Potsdam will grow. Germany is certain to become the most vital diplomatic battlefield in the struggle over tomorrow's Europe. The disagreements over Poland, the Balkans, the Danubian region and Italy will seem preliminary skirmishes by contrast.

A "Failure" Showed Progress

The initial Paris "peace" conference of four Foreign Ministers, which adjourned in a mood of despair on May 15, was generally labeled a failure. To the naked eye there was little evidence to the contrary. Concessions and agreements on minor matters merely emphasized the hopeless deadlock on major issues. The flurries of excited optimism caused by several Soviet gestures of conciliation petered out in futility as it became all too clear that the USSR was not yet ready to lift its blockade of the peace.

Nevertheless, the gathering may be acknowledged by history as a notable landmark of progress. Assuming that in foreign relations clarity is more desirable than confusion, realism more wholesome than self-delusion, at least three significant accomplishments may be chalked up on the credit side.

To begin with, closer and more cordial relations have been developed among the democratic nations. The sense of a common destiny, of being herded into the same corner, could no longer be downed. There were differences of opinion among the U.S.A., Britain and France on tactical detail, and even disagreements on a few serious problems



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like the Ruhr, but on fundamental strategy their views coincided. The small nations, at the same time, were drawn more intimately into the democratic community by the spirited American-British efforts to give them a larger role in shaping the ultimate peace.

It has scarcely been a secret that the Kremlin, in pushing its ambitious expansionist program, has counted heavily on disunity among its allies. The whole force of its magnificent worldwide propaganda machine has been concentrated on creating and deepening cleavages between the two great English-speaking nations on the one hand, between both of them and France on the other. The demonstration of essential unity, it can therefore be hoped, will tend to discourage Russian speculations on what Moscow calls "capitalist contradictions." And in the measure that Soviet dynamism is curbed, the chances of heading off war are raised.

Our Foreign Policy Crystallized

Secondly, American foreign policy, so disastrously vague and unstable in the recent past, seems finally to have assumed recognizable outlines. In Paris we did not resort to face-saving formulas of the kind brought back from Moscow last Christmas. We stuck firmly to the common-sense attitude that a bad settlement is worse than none. Unless all the signs are deceptive, Paris marks the spot where our national passion for compromise and verbal victories ended its dizzy and humiliating course.

In a series of concrete suggestions offered by our delegation without excessive expectations of Russian acceptance, American policy has been brought into more decent alignment with the human purposes and the national self-interests for which the war presumably was fought. In Senator Vandenberg's words, "it is based at last upon the moralities of the Atlantic and the San Francisco Charters" as well as "upon the practical necessities required for Europe's rehabilitation." The circumstance that it is a bi-partisan all-American policy gives it added strength.

Washington has in effect announced that the earliest restoration of normal economic and social life is our primary objective in Europe and that it is our intention to press for this goal—with Russian cooperation if possible, without it if necessary. The United States has turned thumbs down on vengeance reparations and looting disguised as reparations wherever these are inimical to the recovery of the nations involved. It insists upon unified policy for Germany in the framework of a unified continent and—again in Mr. Vandenberg's words—"spurns expansionism as a plague upon tomorrow's peace and security."

These purposes, implicit in American actions at the conference, were made explicit in the reports on the meeting made to the nation by Mr.

Byrnes and his associates. They are not new in principle—the late President Roosevelt expressed them often and eloquently in the earlier stages of the war. The news is in their revival after the long interval of double-talk and their translation in Paris into affirmative proposals for action.

Item number three: In Paris some of the stubborn myths about Moscow's policies were exposed and exploded. Mr. Molotov left small margin for doubt that his government regards Eastern and Central Europe as an exclusively Russian political and economic domain; that Russia intends to sit on this vast area with its two-million army as long as necessary to consolidate permanent control; that it is determined to postpone peace, especially with Germany and Austria, until it feels sure that Moscow can dominate them through "friendly" Communist regimes.

The most widespread of the myths, of course, has been to the effect that Soviet territorial grabs, the array of puppet states and Kremlin demands for additional land and bases are intended as a bulwark against a resurrected German militarism. The American proposal for a four-power pact guaranteeing Germany's disarmament in effect "called the bluff" on this pretense.

Security with a Hidden Meaning

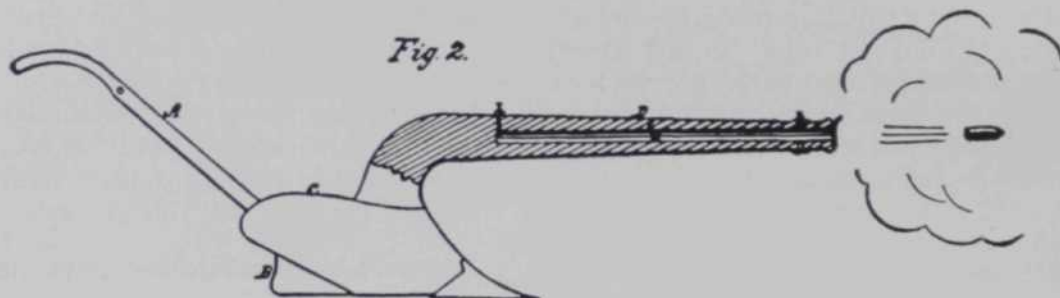
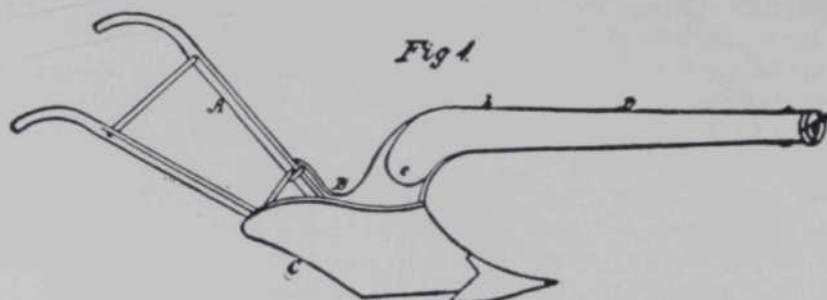
The treaty draft put the whole weight of America and Britain behind a pledge, jointly with Russia and France, to keep the Reich from sprouting new claws and fangs. Its angry rejection by the official Moscow press disclosed for the whole world what was fairly evident to informed observers in any case. It disclosed that in talking of security against its former enemies, Russia really has in mind security against its present allies.

It is all to the good that this Russian purpose, whatever its causes and justification, should be out in the open. A correct foreign policy is impossible without candidly facing up to the facts. Viewed in this light the Paris conference that recessed on May 15, though outwardly a failure, was in a deeper sense notably successful.

What needs closest watching, in the months ahead, is the Kremlin's reaction to the new and seemingly earnest American firmness. Despite Mr. Molotov's blustering reply to Mr. Byrnes and the stepped-up Soviet attacks on "American imperialism," Russian tactical retreats from past intransigence are not impossible. The danger, indeed, is that the rest of the world in its eagerness for settlement may exaggerate the significance of such maneuvers and sanction another cycle of catastrophic compromises.

EUGENE LYONS





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Patent description supplied upon request.*

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COMPTOMETER

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Adding-Calculating Machines and Methods

Washington Scenes

THE historic controversy that exploded out of the railroad strike still has a long way to go. In the opinion of men with some reputation for wisdom, the nation will be feeling its repercussions for years to come, through the 1948 Presidential election and even beyond it.

The situation might be likened to the submarine earthquake that shook the Pacific back in April. This phenomenon first was noted on seismographs at Georgetown, Fordham and elsewhere. However, it was hours after the disturbance in the ocean's floor that tidal waves began crashing up on the beaches of Hawaii and California, Chile and the Aleutians.

Similarly, a lag must be expected in the momentous social drama that is now before the country. The political seismograph has recorded a major jolt in America's thinking. It appears to be one of those great swings in public sentiment that frighten politicians and confound those who say that the people are indifferent to the problems of government. Nothing so profound, so long in the building up, could possibly be settled in one session of Congress.

Of course, not everybody in Washington agrees with this view. Some lawmakers who call themselves liberals—Senator Claude Pepper, of Florida, for instance—insist that the upsurge of feeling against strikes and strike leaders is hysteria; a squall rather than a full-blown storm.

"Would Still Worry Along"

"We should remember," Pepper told the Senate, "that after every war there has been a tremendous disturbance and upset in the economy of the country, not alone among labor and industry but among the farmers, business men, and among people of every class. We are passing through a sort of hysteria at the present time. . . . I would still worry along in the way that Franklin D. Roosevelt worried along."

It is almost certain that Pepper is wrong, and that events will prove him to be wrong.

The wrath that boiled over during the rail and coal strikes had been generating since the early days of the New Deal; in other words, approximately as long as it took the American people to revolt against prohibition and rip the 18th Amendment out of the Constitution, where, some of the dregs fondly imagined, it was embedded forever.

Somewhere along the line, it dawned on the

TRENDS



OF NATION'S BUSINESS

rank and file of Americans that labor had ceased to be an underdog. Big Labor had come to overshadow Big Business in the public consciousness. Names like Lewis, Murray, Reuther, and Whitney dominated the headlines, just as those of the elder Vanderbilt, Morgan and Rockefeller dominated them a half century ago.

In the 1880's and '90's there was a great swing in public sentiment, too, and for a comparable reason. It was a revulsion against the swollen power of the corporations, in alliance with politics. T.R. called it "predatory wealth." Other reformers of the day summed it up in the epithet: "Wall Street."

Just at what point the average, middle-class American began to realize how far the pendulum had swung the other way, thanks to labor's alliance with the New Deal, is something that could best be answered by Dr. George Gallup. Certainly in the war years he became acutely aware of it.

Overbalance of Power

The tumultuous developments that followed one another after V-J Day, notably the steel, coal and railroad strikes, shocked the average American into a complete realization of what the fundamental issue was. He knew instinctively that it was an overbalance of power. It had to be when only a part of organized labor's 14,000,000 could paralyze the whole economy, and thus impose its will on 140,000,000.

The angry reaction of this average, middle-class American is the most significant thing in the whole picture. It is he who will decide what form our society will take in the long run.

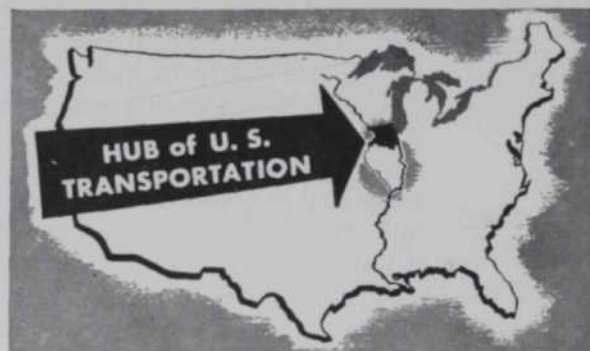
Where the tidal waves will hit, and whom they will hit, is something about which Washington can only speculate at the present time.

The congressional elections in November will be worth watching, not so much for what happens to individual Senators and Representatives as for what those lawmakers have to say to the voters. In some states—Maryland is one—candidates are shying away from a CIO endorsement, having found it to be an embarrassment. Nearly everywhere there is a tendency among candidates to talk more about the common good, less about particular groups. That could be significant.

The outlook for the 1948 Presidential election is about as easy to discern as a black cat in a coal mine.

The left wing of the Democratic Party, made

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This is the ninth of a series of advertisements on the industrial, agricultural and residential advantages of Chicago and Northern Illinois. For more information, communicate with the

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up of the CIO's Political Action Committee and disgruntled Rooseveltians like Harold Ickes and Henry Morgenthau, is furious with President Truman. So far as this element is concerned, Truman definitely broke away from the New Deal when he asked for a work-or-be-drafted law at the time of the rail strike—the first time in 13 years that an occupant of the White House had cracked down on labor.

It was from the left wing of the party that came most of the cries of "strike-breaker" and "Fascist."

Left Wing Cannot Win

There is talk in this camp of a stop-Truman movement, the idea being to deny him the Democratic nomination for a full, four-year term in 1948 and attempt to name their own type of liberal in his place. This would almost certainly fail, for several obvious reasons.

To begin with, the Democratic National Convention in 1944 was proof enough that a man like Henry A. Wallace, hero of the left wing, has no chance to become the party's standard bearer in these times. Liberals of the Wallace stamp are detested by the Southern Democrats. But that isn't the reason Wallace was ditched as Vice President in 1944. The men who got him were the very practical big-city bosses, who convinced FDR that Wallace would cost the Democratic ticket a million votes.

There is another, and even more eloquent, argument against the idea of dumping Truman overboard in '48. For the Democratic Party to do such a thing would be to confess that it was bankrupt—not a very good way to start off a campaign.

The left-wingers, not altogether unaware of this, are toying with still another idea, that of starting a third party. This would be a formidable undertaking.

Moreover, it could have only one objective—to bring about Truman's defeat at the hands of a Republican. Wallace has said he will have no part of this.

Postmaster General Robert E. Hannegan is described as being hopeful that, in time, the left-wingers and the labor groups will be back in line. Labor, as was noted here two months ago, is a vital element in his victory coalition, an alliance that also would include the Solid South, the Negroes who bolted the Republican Party, and the big-city political machines. That's what won again and again for Roosevelt, and what Hannegan has counted on also to win for Truman.

The GOP strategists, like a lot of other people in Washington, frankly don't know what to make of the situation. It changes too quickly. Thus, many of the party's orators had been hammering away at Truman for weeks. They said he was weak, confused, incapable of bold leadership.

Then, after he raised the Capitol roof in the railroad crisis, they turned around and said that he had gone too far; that he had acted too precipitately and had been eating too much raw meat.

When he vetoed the Case bill, there were cries of "inconsistency" and "politics." All this was merely a round in what promises to be a battle of several years' duration.

One baffling factor in the present situation is the thinking that goes on in organized labor itself. To judge from reports, a tidal wave might hit some of the unions and sweep out many of the old-line bosses. However, nobody seems to know just how strong the revolt is, or, indeed, whether there is a revolt in progress.

Labor Leaders Do Not Control

Senator Albert W. Hawkes, Republican, of New Jersey, said in a debate that he had received hundreds of letters from "fine American working people testifying that they do not want to be controlled by labor leaders and do not want dictatorship in labor any more than they want it in the government of the United States."

If this feeling is widespread, it might mean that the labor leaders could not be at all sure that they could "deliver" the votes of their rank and file. What then would it avail a politician if he had the endorsement of a labor boss and yet lost the support of that boss's followers?

The question also could arise as to whether it would be to a Presidential candidate's advantage to have the endorsement of all elements of Big Labor. It might be a liability. Admittedly, that seems fantastic and unlikely; still it is not inconceivable. This writer heard Wendell Willkie say in early 1944, when he was hoping to get the Presidential nomination for a second time, that he would repudiate John L. Lewis if the Mine Workers boss came out for him.

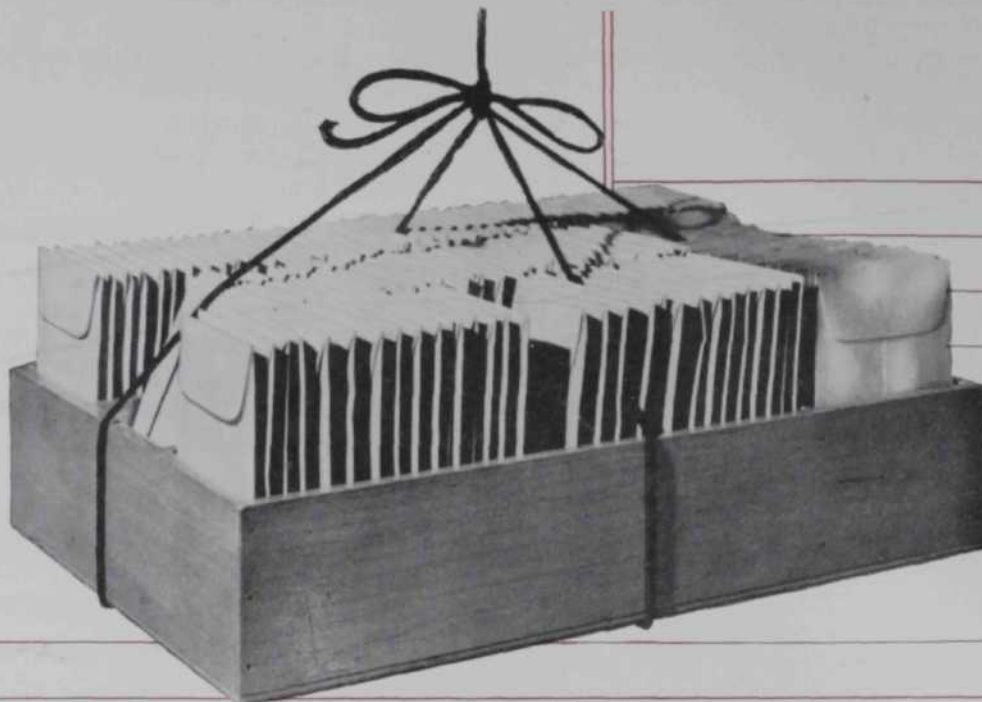
Associates of President Truman have insisted that, in his handling of the labor crisis, he has had no thought of his own political future. This was accepted at first. But his veto of the Case bill has caused a good many observers to wonder about his motives.

On Capitol Hill, however, many men have revised their opinion of "Harry." So have many people in the city's juke joints and fashionable drawing rooms. It can all be summed up by what has happened to a barbed question about him, similar to a question Coolidge is supposed to have asked about Harding: "Why is it that nobody is afraid of him?"

They don't ask it about Mr. Truman any more.

EDWARD T. FOLLIARD





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MOORE BUSINESS FORMS, INC.

ADV. BY R. W. AYER

The Month's Business Highlights

DESPITE all that has happened in recent months to set back re-conversion and reconstruction, business continues to make progress. What has seemed to be needless frustration of promising plans has led to disappointment and to the dampening of enthusiasm but a look at the indices shows there is nothing organically wrong with the patient.

Production as a whole has suffered less from the strikes than would have seemed probable. Service industries continue to gather momentum. Employment is at a high level. Great efficiency in distribution has been attained in the face of handicaps. Even with the good showing being made in many directions, business seems dispirited by the knowledge that its tasks are being made unnecessarily hard. Government has functioned in a most disappointing way since the war.

Governmental Machinery Outdated

Modernization of government, so it can handle emergencies other than war, is a need thrown into bold relief by the great strikes of 1946.

The government machine was constructed for limited purposes in a sprawling young country. In this atomic, jet-propelled age, it needs thorough reconstruction. It must be more flexible. Outmoded and inadequate government machinery has done much to aggravate domestic difficulties and to weaken our international prestige.

Congressional delay in handling the British loan was damaging to all concerned but the domestic economy suffered worst—another example of the great price we pay for inefficient government.

A crisis has been passed in labor relations. Manifestations of hysteria were seen in Congress, in management and in labor. The task now is to rebuild and to repair the damage done, as well as to work out plans which will make for orderly handling of such situations. Bad judgment and inefficiency stand out in the record of 1946.

The President's action in the rail strike crisis was commended in unbiased quarters. Squabbles in industry cannot be allowed to jeopardize the public welfare and cause the death of thousands abroad who at that particular time happened to be dependent upon the United States for the necessities of life. It takes courage for the holder of elective office to incur the wrath of highly organized pressure groups but the President did

TRENDS



OF NATION'S BUSINESS

not hesitate in endangering his own political future.

There is reason to hope advantage will be taken of the bitter experience of the past few months. Improvement in government processes and in management-labor dealings will be halting and long drawn out but there

is a trend in the right direction.

Drastic legislation usually is an irritant, not a cure. What will develop ultimately, many believe, is the creation of a public body to determine when a strike affects the public interest to an extent that warrants federal intervention. In normal times many strikes could proceed without causing enough disturbance to justify federal attention.

It is only a matter of time until tribunals will be established to which disputants will have to take cases likely to result in work stoppages and resulting damage to an innocent public.

Dictators are being eliminated from the political field in many countries. It is just as important that they no longer have a place in labor organizations in this country.

Government again was used, however, by John L. Lewis to pull his chestnuts out of the fire. While the labor leader came out of the melee with great loss of prestige, he has been allowed again to victimize the public. In the end, however, it seems probable that his own union will be the worst sufferer. Loss of business and employment for the coal industry seems inevitable with the narrowing of price differentials between coal and other fuels.

Price Control is Slipping

Principal interest in the business community during the third quarter will be focused on movement of prices.

Regardless of what may happen to the law, Offices of Price Administration and of Economic Stabilization are becoming so ineffective through staff demoralization and through loss of prestige with the public that their controls, outside of a few fields, are of declining importance. If runaway prices are avoided it will be because of the vitality of American industry and its prodigious capacity to produce.

Most government economists expect a rapid advance in prices for the next six months but they will not be surprised to see some reactions begin to set in at the end of that time. At any rate, the more rapid the advance the quicker the



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As brine*, salt helps wash vegetables... aids peeling, blanching and grading them... swiftly executes these vital tasks... for a vital industry. Yet even more important, salt helps to *lock in* the richness of America's harvest... to flavor and preserve its earthly freshness... to bring its healthful vitamins to *your* table!

What better reason, then, for judging salt most critically... for its purity, uniformity, economy.

In Sterling Salt, executives of the food processing industry know that they are assured of these qualities. They, and leaders of other industries, look to *International* as "Salt Headquarters"; call on *International* for its unique salt processes... its engineering counsel on saving man-hours and money!

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Copr. 1946
International
Salt Co.

break is certain to come. Heavy spending in the earlier stages of price advances inevitably is followed by apprehension as to the continuation of the rise. Buyers hold back more and more and the collapse finally comes. When it does materialize business is certain to be the target for a share of the criticism whether it deserves it or not. It will be difficult this time, in view of the number and severity of strikes, for labor to escape a part of the blame.

Some friends of the administration are so disgusted with the way Congress dilly-dallied with price control that they now would prefer to see most controls removed. They think prices would shoot up rapidly and the collapse would come quickly and be over. Heavy losses would be suffered but they regard that preferable to a long-drawn-out process. Some regard that view as one prompted by a desire to have the depression out of the way before the presidential election in 1948. If the postwar depression should happen to hit in that year it would insure a Democratic defeat, they think.

Administration leaders for the most part take the position that the course of prices cannot be left to chance. There was a time, they think, when our margins were wider. Then we could afford to leave prices to luck. However, with our margins greatly narrowed, they fear trouble will result if restraints even now are removed from prices. Others are of the opinion that removal of controls would not result in prices higher than those in the black market. Wherever price controls are retained black markets seem to flourish.

Goods Are Coming Faster

The production picture, however, is bright. Output of non-durable goods continues at much higher levels than generally expected. Textiles, for instance, are being turned out at a rate in excess of the war peak. While greatest strides are being made by rayon and wool, cotton textiles also are making a good showing. Woolen cloth is way up.

Great strides in production are expected during the remainder of the summer. The industrial index already is rising rapidly after having been depressed by the coal and railroad strikes. Even then production slumped much less than might have been expected. The shortages built up since 1941 cry out for goods. Every producer is working with a spur in his side. This applies to large producers as well as small ones. What the automobile industry has done since its strike is a story in itself.

While shortages prevailed throughout the war, pressures on prices did not assert themselves generally until 1946. Rural and urban real estate is an exception. These pressures are now very great but there is a chance they may reach their peak before the end of the year. Even before that, the

price curve on some items will turn downward. Unreported inventories hang over some markets.

In such a situation as that which has been prevailing, prognostications frequently go wrong. For instance, after V-E Day everyone thought the container situation would improve. Certainly transatlantic ammunition shipments could stop. Then came V-J Day and it looked as though the demand for containers surely would fall off. Not only did the demand continue, but scarcity of tin plate and paper, new demands on lumber and a shortage of pig iron combined to make for a worse situation than before hostilities ceased. The pig iron situation put a new limiting factor on the glass container output.

So, one of the most promising situations failed to work out. Nearly a year after V-J Day, with most of the army demobilized, the situation surrounding packaging materials is worse than ever. This is typical of many other lines and indicates the size of the task of overcoming the shortages that were caused by four years of war.

Taxes and Labor Troubles

Some of those specializing in hindsight are loud in their denunciation of the reductions in taxes. They think the tax reductions made at a time when earnings of corporations were high touched off the movement on the part of labor to get a larger share of corporate income. This, with the rapid release of controls, they say, aggravated the trouble with labor.

While the strikes, coming at precisely the time they did, caused a maximum of disturbance, there are officials who think the strikes will pave the way for legislation under which labor-management disputes can be dealt with in an orderly, judicial way as are other disputes.

It seems that labor now is in a position to keep wage rates ahead of increases in prices. The lag between increased living costs and wages apparently is a thing of the past in so far as it affects the highly organized workers.

Increasing thought is being given plans to prevent the disruptions that follow when surpluses of certain commodities begin to accumulate. Proper management, it is believed, should prevent peoples from being smothered by the wealth they create. Buffer stockpiles is one suggestion that has been made to prevent the disruptions that come from production that cannot be immediately absorbed. Since there is no limit to human needs, it is just a matter of management and world organization so that wealth may be a blessing rather than a source of misery.

PAUL WOOTON



OF NATION'S BUSINESS



Warner Gear Division,
Borg-Warner Corporation
saves thousands of dollars
a year with *Nationals*

● Cash savings of thousands of dollars a year, to say nothing of important savings in time, earlier closing of the books and greatly improved records . . . were the results obtained by this company's use of National machines.

Early in 1943, five National Accounting Machines started on the preparation of all pre-payroll work, payroll writing, labor cost distribution, material cost distribution, Social Security and withholding tax reports and State Unemployment Insurance reports for close to 3,000 factory employees. They also handled all payroll work for about 350 foremen and office staff as well as 100 executives.

So satisfactory was the work of these National Accounting Machines that eight more were ordered. These prepare the purchase and disbursement records, material scheduling and production control records as well as factory costs

and special plant order costs. Tool scheduling is also effectively controlled through this equipment.

The Warner Gear Division of Borg-Warner Corporation is one of many famous concerns reporting better results and important savings from the use of National Accounting Machines. For every plan of industrial payroll accounting, large or small, and for all types of accounting in other businesses as well, there is an appropriate National Accounting Machine. Let a National representative examine your needs and make recommendations, without cost or obligation to you. The National Cash Register Company, Dayton 9, Ohio. Offices in principal cities.

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Two types of National Accounting Machines used by the Warner Gear Division of Borg-Warner Corporation



Making business easier for
the American businessman



What the Government Knows About You

By JUNIUS B. WOOD

YOU'RE NO Forgotten Man. No indeed, brother. Board chairman or bindle stiff, the bureau boys have your number. Your past may seem dreary, but it isn't dark

THIS is the open season on the Forgotten Man. A national election is in the offing. The bleeding hearts and aching lungs of candidates rally the voters to the hustings to rescue the Homo Americanus which they label the Forgotten Man.

But don't worry, little man, you're not forgotten. Not even if you're only a tiny human atom in the big United States. Your only elbow-rubbing with the world of strangers may be while swaying on a strap in an overcrowded city bus or when buying a slab of bacon at a lonesome trading post, but Washington knows where you are and more about you than you imagine.

You're indexed and cross indexed by a government which never destroys a record. Even the knights of the road who cook their cinder-blown can of evening stew in a hobo jungle, without worries over punctures or finding another \$50 hotel room after five days, are not forgotten.



Government surveillance of the individual's finances is familiar to any citizen who can rattle two coins in his pocket and voice his right to gripe at public spending. Not so well known is our Government's diligence in cataloguing every individual within its borders. A government which counts the birds, fishes and rats—123,000,000 of the latter by the last census—and keeps track of their summer and winter outings, should know about the human beings. You may think you're a forgotten man but the odds are 500,000 to one that your name and address and a wealth of personal information appears more than once in the interminable miles of government filing cabinets.

If you've done any eating in the past five years—and that includes everybody in the United States—the Government has you indexed. Even those who did not reach the "Da Da" gurgling age, got a ration book. Parents attended to that. The only ones who ate without benefit of a book, though their names were listed, were members of the armed forces and inmates of institutions. An individual who dined exclusively in restaurants could exist without one,

but few neglected the opportunity to have such a useful article of legal tender.

In countries like the Soviet Union and former dictatorships, where police assiduously scrutinize every individual's domestic affairs, a Card of Identification is as necessary as wearing apparel. The ration book—rationing started with tires in January 1942—was the first break in American resistance to such state control of the individual. Americans accepted rationing as a wartime necessity to conserve and distribute food equitably. Others realized its possibilities for control of the individual but rationing ended, except for sugar, before that control reached the extreme of denying ration cards to the politically undesirable and leaving them to starve, as in some countries.

shoes, rubber boots, new or second-hand tire, stove, automobile, bicycle or typewriter. OPA reports 28,000,000 on its lists for gasoline, 11,000,000 for fuel oil, 30,000,000 for tires, and the remainder of 100,000,000 for certificates for other commodities.

What OPA knew about holders of food ration books was primitive compared to its data on the past life and daily doings of anybody who received a certificate for other rationed goods. Much of it was immaterial and personal prying by a comparative few of the 160,000 volunteer and paid employees who relished their sip of dictatorship and tried to make things difficult for themselves and for the helpless citizen.

The dossiers in the filing cabinets of the Social Security Board are a close second to OPA. The in-



Hold still, Little Man. It takes time (and lots of people) to reduce you to a statistic.

One Government bureau wants 14 questions answered. Others want more

Being a federal permit to purchase food, a ration book was valid in any part of the country. Its holder got it from the local ration board in the district where he resided on the date the series was issued. States and even merchants quickly realized its utility as a card of identification. The public had accepted regimentation as an obligation and officialdom followed with more burdens.

The OPA records each of the four issues of ration books as around 132,000,000, a total well over half a billion. While a book carried only the name and residence of its holder, the latter's age and sex also were recorded in OPA files. Millions of changes came with each series. The files showed the moves of every resident, citizen or foreigner in the country.

In fact, the Census Bureau checked the records of the 1943 books to show a wartime population movement of 27,000,000 persons since 1940—the greatest mass migration movement in history in so few years, equal to the combined populations of New York, Pennsylvania and New Jersey and greater than the entire rural population of the nation.

In addition to telling everybody how much they should eat, the Government fixed the temperature for their homes and offices, decided how far they could drive their cars and who should have a pair of

information on each individual is much more detailed. SSB has the facts on 86,000,000 workers whose wages are posted. Of these, 75,000,000 are on what it designates as the active list. Its records are continuous from Jan. 1, 1937.

Those who work for themselves or are casual, farm, domestic or government workers or under the Railroad Retirement Board, are not included. With these exceptions, SSB has a wealth of information on everyone, American citizen or not, who has earned \$50 in three months by working in this country or on an ocean going ship flying the American flag. A social security card and number will be issued to an unemployed person if the personal information which the Board requires for its files is supplied.

Under a Fair Employment Practices Act, if New York state is taken as an example, a private employer is forbidden even to ask some of the questions for which the Social Security Board requires written answers.

Its complete list is: 1. Name used now. 2. Address. 3. Name at birth. 4. Age. 5. Date of birth. 6. State, county and city where born. 7. Father's full name and whether dead or alive. 8. Mother's full name

(Continued on page 80)

High and Mighty Sound Waves

By LOUIS N. SARBACH

A NEW MAGIC is emerging from the laboratories. Strange things have been happening. Food stands uncovered for weeks at ordinary room temperatures without spoiling. Slugs dropped into coin machines set off an alarm. Ships hidden by dense fog communicate without radio. "Immiscible" metals in the molten state join to become "impossible" alloys. Fishermen "see" invisible schools of fish far below the surface. Familiar-looking seeds sprout into undreamed-of "sports."

All because of sounds that you can't even hear!

For this is the curious world of ultrasonic waves, sound vibrations above human capacity to hear. Medical science is interested in these waves. So are the food, marine and metal-working industries. Firms like General Motors, Bendix, Sperry Products, Inc., and Goodyear hold patents on new strange sound-machines. Universities like California, Michigan, Harvard, Northwestern, and Minnesota are involved in the research. The Navy has been, and still is, vitally concerned in certain applications.

Any vibrating object produces sound waves. Vocal cords, violin strings, and loudspeaker diaphragms are common sound-producers. Their vibrations are relatively slow, easily audible, and range from 20 to about 20,000 per second, the lower and upper limits of human hearing.

But objects can be forced to vibrate much faster. Even millions of times per second. These *ultrasonic* (or supersonic) vibrations are soundless to us, but their energy is a very real thing. It tears

YOU'LL NEVER HEAR these supersonic vibrations that are doing strange new things like killing germs, measuring distances, "seeing" through steel and tearing liquids apart



U.S. NAVY PHOTOGRAPH
How far away is the lighthouse? The difference in time between hydrophone and radio signals tells him

liquids apart. It travels through air, water, metal, earth and rock, and its movement can be traced and timed. It changes the structural nature of the genes and chromosomes of seeds so greatly that nobody knows what will grow after the seeds have been planted. It produces "sound shadows" that blind people are using in a new kind of "seeing." It kills germs.

Milk is treated by sound

SUBMARINE Signal Company has a device that homogenizes milk by supersonic sound. As the liquid passes over a vibrating steel diaphragm, its particles are torn asunder, resulting in a soft-curd product suited to the most stringent dietetic requirements.

In this rough handling of liquids, germs and bacteria die in supersonic spasms. This fact may soon revolutionize conventional methods of preserving foods. Raw

eggs treated with ultrasonics stayed fresh for months at ordinary room temperatures! Milk and fruit juices can be "pasteurized" without boiling. Vitamins are unimpaired because the foods do not have to be cooked.

In the metallurgical field, there are nondestructive testing with sound waves, brand-new alloys made from molten emulsions (impossible until ultrasound came along), and new methods of case-hardening and metal-coating.

Sperry Products, Inc., has a supersonic testing device called a Reflectoscope. This tests steel castings too thick for penetration by even the most powerful x-ray emanations. It also tests accurately for flaws in metal-workings too thin to test by standard methods.

The Reflectoscope sends supersonic vibrations through the material under test and measures the length of time it takes these vibrations to penetrate the material, re-

Slugs ring differently. Vendo Company's research engineers have developed a device that responds to the sound of imitation coins. When this equipment "hears" a piece of bad money, it rejects the offending metal. Or it closes a circuit which rings an alarm bell, turns on a light, or otherwise notifies the management. Brush Development Laboratories manufactures a new supersonic microphone, the "hearing" element in such equipment.

Metallurgy and sound

ULTRASOUND makes metals harder. Antimony, cadmium and various light-metal alloys come out of supersonic treatment with finer grain. Powdered tungsten, cobalt, and carbon are sonically mingled to make cemented carbide tools—without long periods of mixing in a ball mill. Ultrasonics now make the tinning of aluminum a simple matter. The oxide film which formerly created enormous difficulty is removed simply by sonic bombardment, and a layer of tin neatly takes its place. All in one easy operation!

Oil and water reject one another until ultrasound tortures them into stable emulsion. The same goes for other unlike fluids, such as water and mercury. Temperature makes no difference, and supersonic is even emulsifying molten metals that formerly resisted all attempts to mingle them. New and valuable alloys are thus becoming available. One is a self-lubricating bronze for bearings which contains 25 per cent graphite. Another is aluminum and lead. The work in this direction is so novel that even the potentialities have yet to be explored.

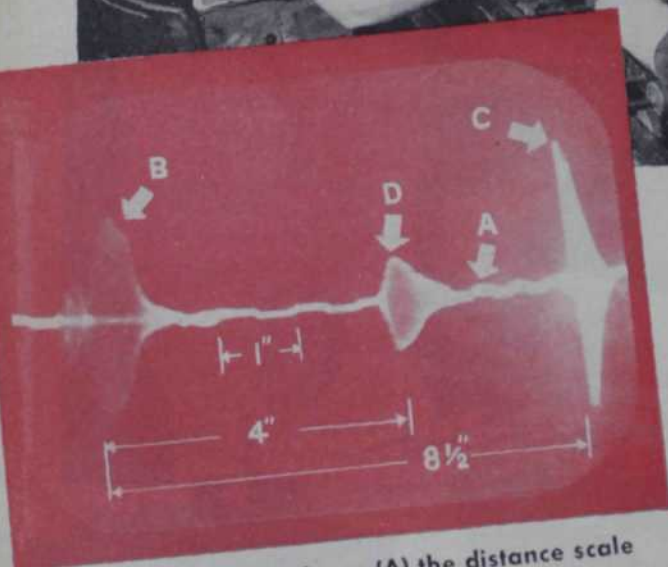
Ultrasound can be used to de-gas molten metals. The tearing effect of the vibrations causes the formation of bubbles, which rise to the surface and release the gas. Sound waves can test rubber as well as metals; Goodyear's research laboratories at Akron have developed the device for this purpose. At General Motors there is an instrument, the "Sonigage," which uses ultrasonics ingeniously to measure the thickness of metal walls.

Because intense supersonic waves kill germs, new possibilities unfold for medical science. Antigens—poisons secreted by germs—are squeezed out of disease-germ cultures subjected to ultrasound. These antigens are valuable to medical men because they provoke the formation of antibodies, without which we are more helpless victims of disease.

(Continued on page 90)



The Reflectoscope tests steel stock



Oscilloscope screen shows (A) the distance scale line, (B) point where sound enters the metal, (C) reflected vibrations and (D) location of a defect

flect from the opposite side, or an internal defect, and return to the sending point. The pattern produced on the oscilloscope screen provides a visual indication of the location of any defects that may be present in the material under test.

Drop a nickel and it has a distinctive ring.



The Scramble for Veterans

By CARLISLE BARGERON

SCENES reminiscent of the opening of the Oklahoma Cherokee strip in 1889 are taking place today as enterprising men seek to stake claims among the more than 13,000,000 veterans of World War II, considered to be one of the most fertile areas of influence and power the country has ever known.

Veterans' organizations have been set up, at least on paper, against the closed shop, against organized labor generally, for minority groups, for Communism—organizations, in fact, to appeal to man's every prejudice.

For instance, Father Coughlin, Gerald L. K. Smith, Joe McWilliams, the Bronx rabble rouser; and Edward James Smythe, one of the 30 defendants in the Washington sedition trial during the war, are offering veterans these outlets of organized expression respectively: Sons of St. Sebastian, Nationalist War Veterans, Veterans' Reconstruction Plan and the Protestant War Veterans' Association.

In a few cases, new organizations have run afoul of the law—for example, one in Virginia which purported to be able to collect damages from the Japanese Govern-

ment for survivors of Bataan. There was another organization down in Arkansas which was denounced by the American Federation of Labor as an out-and-out strike-breaking outfit and whose leader was not, himself, a veteran.

The Veterans Bureau is looking at all the new organizations through jaundiced eyes, as are the veterans' committees of Congress. None will be given recognition until after it has proved its worth. The purely propaganda organizations do not hope for recognition.

Eleven national organizations have already been chartered by Congress from past wars.

Bills are now pending in Congress to charter 19 new organizations that have grown out of World War II. Charter by Congress gives the organization the run of the Veterans Bureau files. The acquisition of a mailing list in this way would be a great boon to any new enterprise.

VETERANS' organizations are booming—thanks to organizers, who have something to fit the views of every ex-service man

The real scramble for the World War II vets seems to be narrowing down to the old-line organizations—the American Legion and the Veterans of Foreign Wars—on the one hand, and two newcomers—the Amvets and the American Veterans' Committee—on the other.

The Legion fell heir to the mantle of the Grand Army of the Republic which had so much to do with the shaping of the country from the Civil War to World War I.

First steps toward the organization of the Legion were taken, with the blessing of the Government, shortly after the Armistice. Prime movers were Theodore Roosevelt, Jr., Ogden Mills, who became Secretary of the Treasury under Hoover, Bennett Champ Clark, long a U. S. Senator, now a federal judge; and Col. William J. Donovan, Solicitor General under Coolidge. These men endorsed notes for around \$500,000, which it

activities have been espousal of 100 per cent Americanism, support of the House Committee on un-American Activities, and opposition to increased immigration. Throughout its history it has been conservative, except in what its critics call "raiding the Treasury" for the veterans.

Largest and wealthiest

PHYSICAL property holdings and investments of the Legion's national organization and its some 14,000 posts, including a monthly magazine and 34 state newspapers, total more than \$65,000,000. Local posts are active in the community life; in the smaller communities they are often the center of social life. The preamble to the Legion's constitution carries a pledge to support the country's Constitution. Each post opens its meetings with a pledge to Americanism and a salute to the flag. Leftists call it the "God-and-country" outfit.

The Legion's national receipts last year totaled \$3,010,566; its outgo was \$2,794,387. This was before the new membership drive was well under way. In addition, the Pennsylvania department took in more than \$1,000,000; Illinois more than \$700,000 and so on through the 48 states and territories. None of the elected officials receive salaries. There are about 250 paid employees
(Continued on page 91)



Which One to Join?

OLD:

American Legion—Open to all honorably discharged male veterans. Has 3,000,000 members. Owns property and investments worth \$65,000,000. Has obtained more than \$13,000,000,000 for veterans in benefits from the Government.

Veterans of Foreign Wars—Membership limited to those who have served abroad. Has 2,000,000 members. Annual budget: \$1,500,000. A conservative organization.

Disabled American Veterans—Membership limited to those with a service-connected disability. Number of members before Pearl Harbor: 45,000, now: 100,000.

NEW:

Amvets—Has 60,000 members. Labels itself conservative. Has succeeded in getting the Government to turn over the management of a \$5,000,000 housing project in Washington to a co-op society of veteran tenants.

American Veterans Committee — Has 30,000 members. Leans to "advanced thinking." Slogan: "Civilians first, veterans second." Has received more free publicity than all the other new veterans' organizations together. Makes a point of racial democracy.

National Veterans' Association—Formed with the blessing of the *Daily Worker*. Emphasizes working for the minority groups.



Man's Dangerous {45-

1



OVERWEIGHT

Eating too much causes overweight, leads to such things as hardening of the arteries, arthritis, kidney trouble, and heart disease

AMERICA is tops in public health. In recent years, the average length of life in our country has been greatly increased. But don't take comfort out of this unless you yourself are watching after your own health

2



STRAIN

Work is good medicine, but only when it is pleasurable, not when it makes you tense, wears you out, leaves you feeling you're bound in slavery

3



HURRY

Too much hurry makes you taut and tired. The food you eat while in this condition remains undigested. Then come bromos and laxatives—and stomach troubles

4



WORRY

Sheer exhaustion, not from physical exercise, but from worry and irritation, causes supertension—high blood pressure—which is one of man's most deadly enemies

IF YOU ARE between 45 and 55—and if you are successful in business or a profession—you should be able to count on a span of future usefulness worth to yourself roughly \$250,000.

But, go easy, you are in the dangerous decade of your life.

The average length of life in the United States has increased considerably since the early days. At about the time of the American Revolution, the average length of life was only 35½ years. By the middle of the 19th century, it had climbed to close to 42 years. From 1900 to 1942—latest year for which life tables are available—the figures on life expectancy show a steady rise.

Today the average length of life in America is 63.7 years for men and 68.6 for women.

These figures, however, do not mean too much so far as the middle-aged man is concerned. Improvement in

keeping people alive has been concentrated on infant, childhood and early adult life. The average has been stepped up but pronounced gains have not been made for those of middle age.

Successful business and professional men usually hit their stride as they pass 40. They advance rapidly when they reach 45, and continue on—until they

55} Decade

By JOHN JAY DALY

knock themselves out. Rarely does a newspaper leave the press these days without carrying a story of the unexpected death of some business man in his prime.

If a man succeeds in getting past 55, he has a good chance of living about 20 years more. But why must increasing numbers pass out of the picture before their time?

In looking for the answer I called, among others, on Dr. Louis I. Dublin, vice president of the

studies, let me make one observation:

"If you want to find the cause behind most of the tragedies that occur so regularly in what you call the dangerous decade, don't overlook overweight. Overweight plays a tremendously important part, especially in the case of men who live sedentary lives. They sit at their desks all day.

"The main exercise they get is at the luncheon or dinner table. Occasionally, one of them ventures out on the golf course and, without even a preliminary warm-up, begins to overdo. Down he goes."

Overweight, Dr. Dublin and Mr. Marks emphasized, goes to work on practically every vital function of the body, hastens

Today these diseases are responsible for close to half the deaths.

Overweight, say the doctors, comes of overeating, a habit of which successful individuals too often are guilty.

Dr. Dublin illustrated the folly

5



STOP-LOOK

Stop thinking you can do all the things you could do as a boy. Look to your health. Listen to that "little voice" of common sense within you

6



EXERCISE

Mild activity helps tone up the system. Most business men either get too little exercise or else an excessive amount which does far more harm to them than good

7



SUNSHINE

If the business man will put on the brakes, take more time to get out in the sun and air, he will not only live a longer life but enjoy it more

DAVE BURTON

Metropolitan Life Insurance Co., and head of its statistical department.

"Why," I asked him, "do so many business men drop off in the 'dangerous decade' between 45 and 55—in the midst of their careers, at the peak of their success—when they have every right to expect to live much longer?"

"Whew!" he said, leaning back in his chair, "that is the \$64 question." He thought a while and added:

"To get you an answer that will stand up, I'll have to turn you over to Herbert H. Marks of our statistical department. Mr. Marks has the facts and figures and knows more about all this than I do. But before you talk with him and go over the results of his

deterioration and eventually brings about a premature death.

Overweight leads to such things as hardening of the arteries, arthritis, degeneration of the kidneys, high blood pressure, headaches, rheumatism, insomnia and—highest on the list—heart disease.

Thirty-five years ago, Mr. Marks' statistics show, diseases of the heart, arteries and kidneys accounted for fewer than one-quarter of all the deaths in America.

of overeating with a tragic case right in his own organization, where everyone is supposed to be familiar with the rules of good health.

Though the man Dr. Dublin told about was a diabetic, he could have lived a full and useful life had he obeyed certain laws of diet. But he didn't.

"We watched him every day at lunch," said Dr. Dublin. "He always began with two bowls of soup and usual-

ly followed up with double orders of about everything on the menu. One day it happened. First came the coma. Then gangrene.

"They had to cut off the poor fellow's foot, later his lower limb, and finally they amputated his leg at the thigh. That was the end. He had been a brilliant man in his field and should have known enough to eat moderately. He ended his career just when everything was opening up before him. He was

young, too, though he had had 25 years' experience in his work."

How heart troubles hit

PROBABLY the best illustration of what can and does happen to successful men of middle age with everything to live for, I found in talking with Mr. Marks, comes from Brookline, Mass., a suburb of Boston. Brookline's inhabitants boast a *per capita* wealth among the highest in the country.

Dr. Francis P. Denny, local health officer, made a study and reclassified the records of all the heart deaths in his community since the beginning of the century. The data are of particular value because of Brookline's close proximity to one of the country's great

medical centers and because of the high level of medical service. This is what the records show:

Between 1905 and 1909 the death rate from coronary diseases was 3.9 per 100,000. In the next five years the rate rose slightly. After 1915 it went up rapidly. From 1930 to 1934 the rate was 94.6.

In 1935 the rate had jumped to 158.6—and is still on the way up. Life insurance statisticians point to this case as a horrible example, because the only reason they can find for the sharp increase is too much success in life with its concomitant easy living. To acquire easy living, it is pointed out, generally takes enormous strain and effort—and that is where breakdowns begin.

Accurate figures are not avail-

able to show just what manner of business man it is who takes the brunt of the mortality in this stepped-up gauge, but figures compiled by the Metropolitan and other life insurance actuaries do show what diseases hit the business man hardest:

Out of 100,000 mortality cases—industrial and business—heart ailments topped the list. In March, 1945, the toll was 258.1 out of each 100,000.

All forms of cancer came next—122 per 100,000.

Cerebral hemorrhages came third with 76 per 100,000; and degeneration of the kidneys (Bright's disease) was fourth with 50.1.

These figures for March, 1945, do not tell the full story because they happen to be better than for any other month of March on record with the exception of 1942 which was a record-breaking health year for the United States. The year 1945, incidentally, ran 1942 to a photo-finish.

The diseases which, in addition to cancer, carry off the business man are the so-called Four Horsemen of the Apothecaries: heart disease, hardening of the arteries, high blood pressure and Bright's disease.

Handicap of business

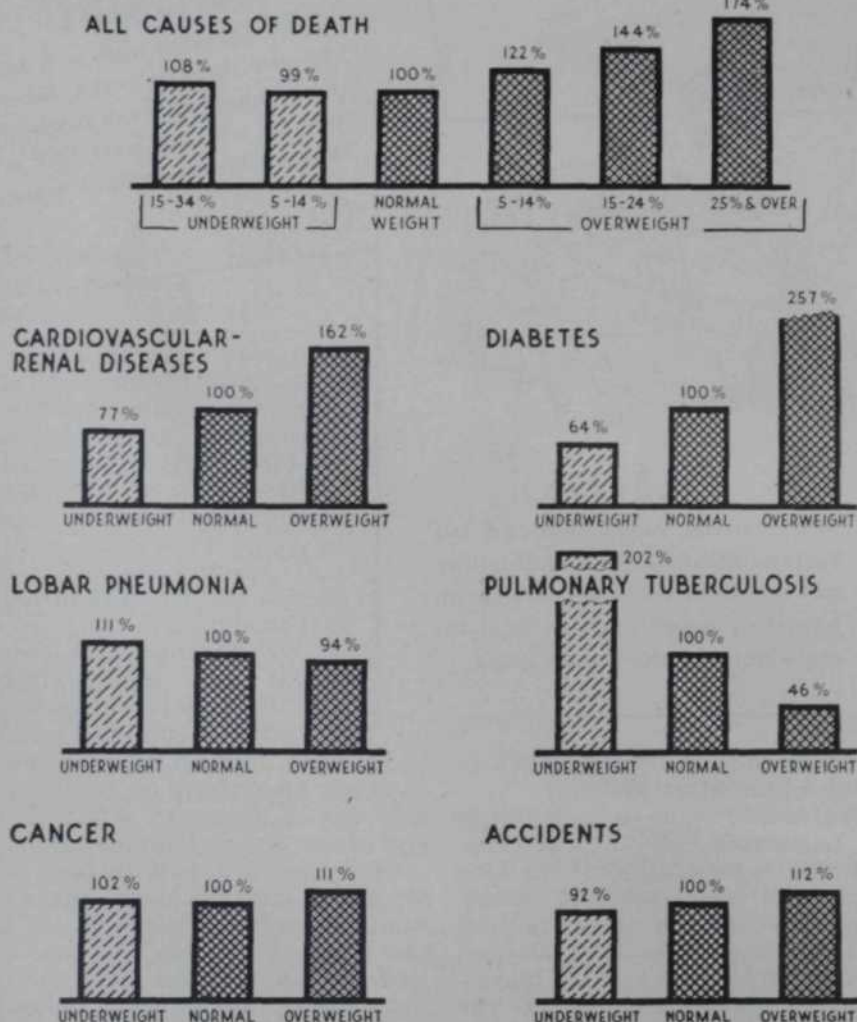
"THE average business man," as one doctor put it, "has two strikes against him already. He sits all day, slumped over, lungs half collapsed, smokes steadily and is under high nervous tension. He lacks healthy exercise, such as walking in the sunlight and fresh air. His muscles and organs could be functioned to good advantage before and after office hours but seldom are. It takes too much physical effort.

"The average business man, his nerves tattered and on edge, believes that any workout, like planting a garden, mowing a lawn or driving a nail, might prove fatal. Just the opposite. It stimulates circulation, strengthens weakened muscles and organs. Mild exercise helps tone up the system—*mild exercise, not excessive.*"

Doctors warn that when a business or professional man—especially one in the higher brackets who has access to the luxuries of life—reaches 45, he should Stop, Look and Listen. He should stop thinking he is still a boy. Look to his health. And listen, not to the hardening of his arteries, but to the "little voice" of common sense within him that tells he must keep his body young and protect it
(Continued on page 64)

Watch Your Weight . . .

FROM the viewpoint of health and longevity, overweight—as this chart shows—is far from desirable.



Analysis by Metropolitan Life Insurance Co.



In Defense of BRASS

By Maj. Gen. CLARENCE R. HUEBNER

WINSTON CHURCHILL recently quoted one of Marlborough's veterans on the shifting attitude of the public toward the soldier. Two hundred and fifty years ago the veteran made this observation:

"God and the soldier we adore

Intime of danger, not before:

The danger passed and all things righted,

God is forgotten and the soldier slighted."

Something of that sort is now going on against the leadership of World War II, a leadership which it should scarcely be necessary to point out was a winning one. But unlike what Marlborough's veteran had in mind, this attack does not reflect any forgetfulness of the soldier on the part of the public. It is directed at the Brass Hats, so-called senior officers mostly, but in a larger sense, all officers.

Some of this attitude is undoubtedly purposeful; some of it, I suppose, reflects what may be an increasing disrespect for authority that appears to be all too prevalent throughout the whole world today. Some of it, I feel rather strongly, is due to the misdirected editorship of some, not all, of the service newspapers. It should be manifest that the Army, in time of war, is not the place for personal journalism.

IN the nation's hour of peril the Armed Forces enlisted the cream of American manhood, but also had to contend with a great part of our riffraff

The origin or the purpose of the offensive against Brass, however, is not of so much importance as the fact that, until the Doolittle report, no constructive suggestion, in so far as I can see, had come from it. Much harm, instead, has been done, and my only purpose in agreeing to write this article is to point out to American parents that thousands of your sons are still overseas and in camps in this country. Their welfare, their safe return home is the responsibility of the Brass Hats. It is a responsibility we feel keenly.

As a junior commander in World War I and a Division and Corps Commander in this war, I have had to face the loss of more than 10,000 of my men killed and 50,000 wounded. Those of you who have not had to live day in and day out for months at a time under this burden can have no appreciation of its weight. I have to sleep with that. Don't begrudge me an occasional bed in a fox hole or ornate chateau (I have slept in both) or

an extra bit of food to keep a nervous stomach going.

As I understand the agitation, everybody agrees on the need for discipline, though I doubt the sincerity of some of the agitators in this respect, but it is contended there should be ways of maintaining it other than those employed by the armed forces.

Maintaining discipline among large groups of men is largely a matter of psychology and the methods pursued vary with the personality and ability of the particular commander concerned. The young man entrusted to our care may be the apple of his mother's eye at home, he may be cultured, given to no delinquencies. But these same men, removed from family influence and thrown into a mass, can become a mob unless properly trained and controlled. One rotten apple in a barrel can spoil the whole lot.

I think it is a credit to American military training that the millions who served in this war, through the grimmest experience that can come to man, many in places far remote from civilization, are returning to their homes having defeated the armies of the most powerful nations on earth, with none of their refinement or earlier home training erased. They are more seasoned and more likely they have a soberer outlook on life. They have

seen much but they are not lacking in their former social graces.

You will hear from time to time of a veteran who has committed a crime. Before you attribute it to his war experience you had better check up on his record prior to entering the service.

In connection with the various ways in which Brass seeks to maintain discipline, keep in mind that in addition to the flower of American manhood which we got, we also got the dregs. Right at this point, I must say I can't make my heart bleed over the alleged drastic sentences that were meted out to serious offenders overseas—rapists, murderers, thieves, those who went A.W.O.L. in the face of the enemy. There was a method in their conduct, an animal-like cunning.

Some chose cowardice

BEING the type of men they are, they figure they are better off than the thousands lying in graves and the other thousands who lie maimed in our hospitals. Their shirking of their duty, their deliberate making of themselves ineligible for duty may be responsible for your own boy not coming back. They are still eating and sleeping and enjoying good health. I have had men of this type look me squarely in the face and say:

"Go ahead and punish me. I know you can't shoot me."

They preferred the punishment they got to facing the enemy with the other men.

The process of review of court martial sentences has been in effect for many years and has oper-

ated long before this agitation about alleged hard treatment began.

I know of no better way of getting justice than by employing Army Courts Martial. They are equipped to get at the facts, and in most cases they do. Naturally they are more efficient when manned by experienced officers than under a greatly expanded and hastily thrown together Army, but in any case, our system of reviews precludes any appreciable miscarriage of justice.

I feel that I know something about the relationship of officers and enlisted men. I have been both. My boyhood was spent on a Kansas farm. After leaving high school, I joined the Army as a private in 1910 and have served in every rank, including corporal, sergeant, even the much abused mess sergeant, and the various commissioned grades.

The wife of an officer, by instructing me in her home, assisted in preparing me for my second lieutenancy. In those days we did not have the fine school system now in operation. The day I was commissioned, it was a group of West Pointers that came to congratulate me and invite me to join them at dinner. Incidentally, through self-study, it took me but six years to attain a commission, whereas a West Pointer has a pretty exacting regime for four years.

Of all the criticism of our Army

setup that I have heard, that about the "caste" system is the most absurd. Our Allies must be amazed to hear about it, as well as about the alleged mistreatment of our men, the best paid, best clothed and best cared-for in any army. Every single soldier in this war had the opportunity to get a commission. He had only to make an application and then, of course, to pass the tests, whether through Officers' Candidate School or otherwise. Literally hundreds of commissions were given on the battlefields. Our emergency officers were not taken from the aristocracy, the boarding schools, or any other single group. They came from all walks of life. Let's look at some figures:

• More than 500,000 enlisted men became officers. Two thirds of the officers who served in the wartime Army, other than medical officers and chaplains, were promoted from the ranks.

Between Pearl Harbor and September 2, 1945, there was an aggregate of 872,000 male commissioned officers in the Army. Of these approximately 72,000 were medical officers and chaplains. Of the remaining 800,000 some 531,000, or 66.37 per cent, were commissioned after serving as enlisted men in this war. Most of these officers were former enlisted men who were graduates of Officer Candidate Schools. Others were commissioned after Air Forces training and some won battlefield promotions for con-



Most soldiers would resent the intrusion of an officer into enlisted men's areas—he would be apt to cramp their style

spicuous gallantry in action or distinguished leadership.

Nine thousand officers of the wartime Army, out of a total of some 872,000, were graduates of West Point. An equal number came from Regular Army officers who were originally commissioned from sources other than West Point.

Of the West Point graduates, I would like to call attention to three of the wartime classes. The class of 1942 had 373 graduates. Of this number, 32 died and 37 were wounded. The class of January, 1943, with 409 members, suffered 28 dead and 42 wounded. The class that graduated on June 1, 1943, with 515 members, lost 43 killed and 63 wounded.

If any group has done more for our country, then let it speak up.

General of the Army Eisenhower was a military academy graduate, as was Gen. Omar Bradley, but it is interesting to note that many others of the leading military personalities of the war were not West Point graduates. General of the Army George C. Marshall, wartime Chief of Staff, was commissioned from civil life in 1901. Gen. Thomas T. Handy, Deputy Chief of Staff, was also appointed from civil life. Lieut. Gen. John E. Hull, head of the Operations Division, War Department General Staff, was graduated from an officers' training camp during the first World War. Maj. Gen. Clayton L. Bissell, wartime Assistant Chief of Staff, G-2, entered the Army as an enlisted man in World War I.

The wartime Adjutant General of the Army, Maj. Gen. James A. Ulio, and Lieut. Gen. Harold L. George, head of the Air Transport Command, are former enlisted men. Maj. Gen. Lewis B. Hershey, Director of Selective Service, is a former officer of the Indiana National Guard. Lieut. Gen. Hugh A. Drum, former head of the Eastern Defense Command, and Lieut. Gen. John L. DeWitt, former head of the Western Defense Command, entered the Army from civil life during the war with Spain.

Lieut. Gen. George Grunert, who succeeded General Drum as head of the Eastern Defense Command, entered the service as a private in the Regular Army. Lieut. Gen. Ben Lear, who commanded the Army Ground Forces for a time during the war, served as an enlisted man in the Colorado National Guard during the war with Spain.

Gen. Courtney H. Hodges, commander of the First Army, under



Under fire, discipline is important to the success of the action

Bradley, and Gen. Walter C. Krueger, commander of the Sixth Army, under MacArthur, a West Point graduate, both rose in the course of their careers from private in the Regular Army to full general. Lieut. Gen. Lucian K. Truscott, commander of the Third Army, and Lieut. Gen. Leonard T. Gerow, former commander of the Fifteenth Army, were both commissioned from civil life.

Officers from civilians, too

LIEUT. GEN. Walter B. Smith, now ambassador to Russia, General Eisenhower's Chief of Staff during the Mediterranean and North African operations, and at Supreme Headquarters in France and Germany—as well as Lieut. Gen. Richard K. Sutherland, General MacArthur's Chief of Staff during the war—entered the Army from civil life.

Gen. George C. Kenny, head of General MacArthur's Air Forces during most of the war, is a former enlisted man. Lieut. Gen. James H. Doolittle, who led spectacular air attacks on Japan, Germany and Italy, first entered the service as an enlisted flying cadet in 1917.

Lieut. Gen. Troy H. Middleton, commander of the Eighth Corps during operations in France and Germany, is also a former enlisted man of the Regular Army. Lieut. Gen. Raymond S. McLain, who became a corps commander during the war, was for many years an

officer of the Oklahoma National Guard.

I think this list compares favorably, relatively speaking, with the number of men who have started at the bottom in industry and gone to the top.

But let's assume for the moment that all the officers come from West Point. Where do those cadets come from? Is West Point a place to which our "privileged" classes send their sons to lead the life of a playboy ever afterwards? Is it a place into which you can buy entrance? Obviously not.

The great majority of the entrants to the Academy are appointed by the members of Congress—the members of the House and the members of the Senate—all told 531 of them. These men and women reflect our Democracy. They, themselves, are of all races and creeds, of all stations of life. Some of them represent rural communities, some urban, some industrial. They are lawyers, farmers, and shopkeepers. The youngsters whom they appoint come from their constituencies. The President and Vice President also make some appointments and a few are made from the enlisted ranks of the Army. But the great bulk of the appointments are made by members of Congress and are from every state and territory. Where is there any caste in this system?

Our democracy uses these men as the nucleus of our military
(Continued on page 88)

Our NEW Western

By KEITH MONROE



THE WEST is growing with unprecedented population migration. It now sees possible industrial development the equivalent of the East

By air, the Coast is only nine and a half hours from New York

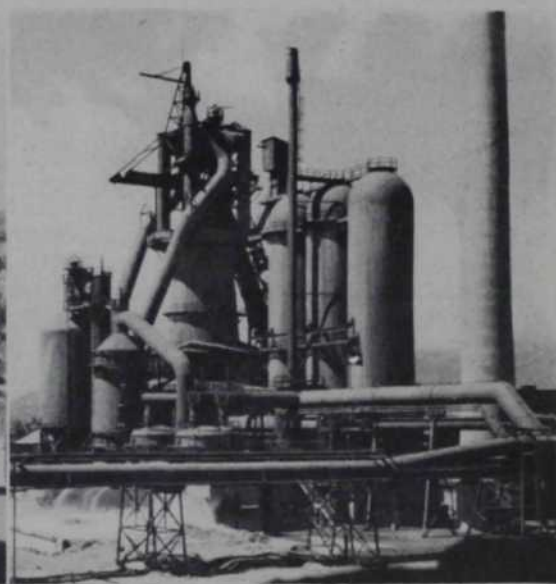
was a tidal wave: the war boom in aircraft and shipbuilding, which poured two million people into the Pacific Coast states in the greatest migration in history.

These states have increased 25 per cent in population since 1940, but the war merely telescoped a trend that was at work anyway. The whole western and southern part of the country has been gaining population much faster than other sections. The states which have shown the greatest percentage growth in population since 1900 are California, Arizona, Florida, Washington, Nevada, Idaho and Oregon. Since the turn of the cen-



SCREEN TRAVELER FROM GENOBU

San Francisco where, outside of Washington, you will find more government offices than in any other city in the land



K. C. I. PHOTOGRAPH

About steel, the hoped-for backbone of Western industry, there is uncertainty

FOR the past century great waves of migrants have been moving west, with the waves seeming to come at the times when the national economic cycle was on the upswing. Whenever business was good and jobs were opening up, people headed for the western bonanza lands where opportunity looked brightest.

After the first California gold strike in 1849 came even bigger ones, with the biggest of all in 1870, and then the Klondike heira in

1898. The 1890's saw the first tourist rush, stimulated by the building of the magnificent Hotel Del Coronado in San Diego and the Palace in San Francisco. Then seemingly inexhaustible gushers of petroleum and fabulously rich soil for citrus-growing attracted a new tide of workers and settlers. The rise of the billion-dollar-a-year movie industry brought another surge, and "The Grapes of Wrath" migration from the Dust Bowl still another. The latest wave, of course,

tury, California has vaulted from twenty-first place in total population to second. The fastest-growing cities today are Houston, Phoenix, San Diego, Los Angeles and San Francisco; now Los Angeles claims to be the fourth largest city in the nation.

The West is truly golden from the standpoint of individual prosperity. There is one 14-foot hamburger shack in a town of 28,000 which nets its owner \$40,000 yearly, and comparable examples are

Empire...

endless. Such success stories are commonplace because buying power in the hands of westerners has been above the national average for many years.

The West is high in *per capita* income. The average Californian has about \$400 more to spend each year than the average American citizen; experts calculate that 100 Californians ordinarily spend as much as 141 other Americans. This state's 1943 income stood at more than \$12,000,000,000, 132 per cent higher than in the gaudy days of 1929, although the national income was only 67 per cent higher.

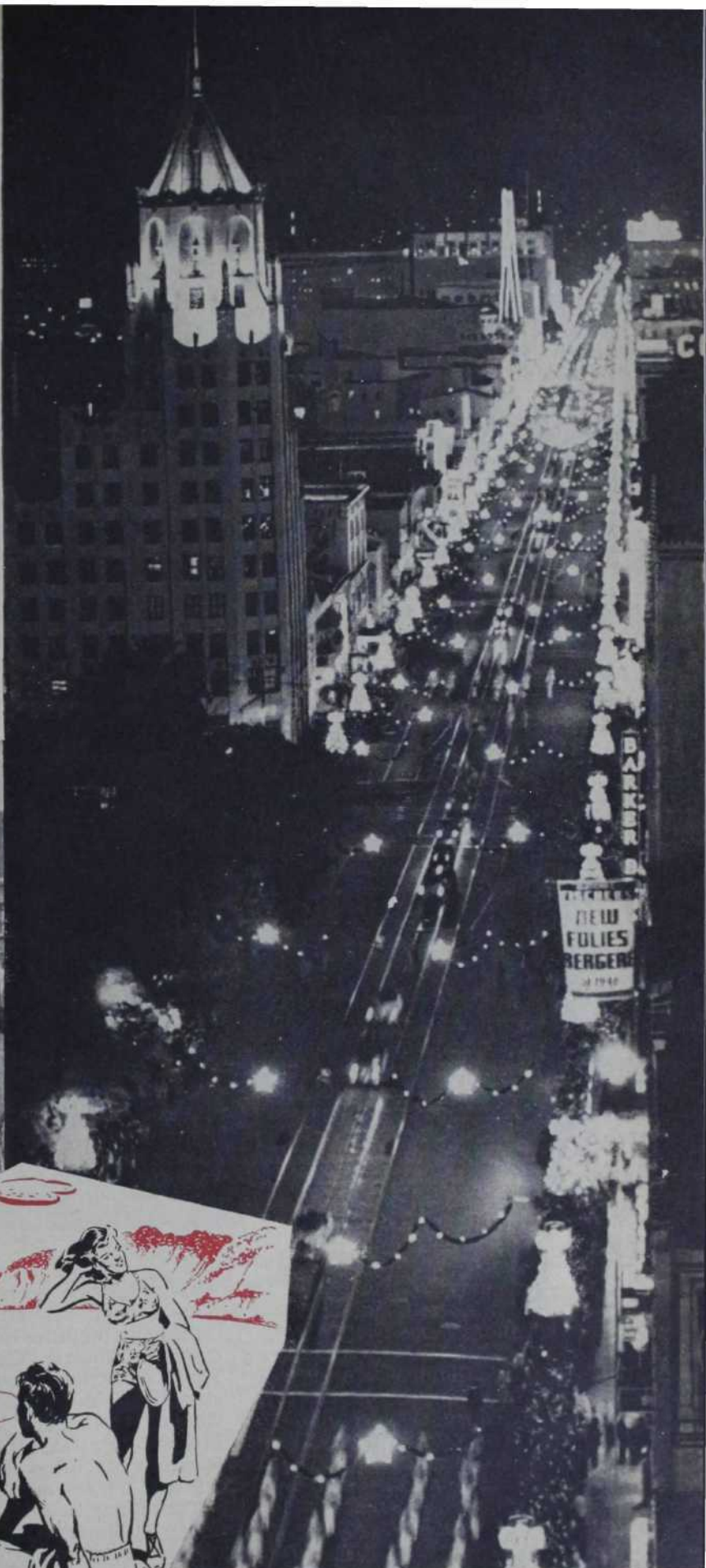
Presumably what pulls people westward is the idea that many of them can improve their economic positions in a climate advertised as supremely attractive. One reason they stand a good chance of earning more money is that



MAX TATCH FROM KEYSTONE

California has a much higher level of home ownership than the national average

West Coast workers need no heavy clothing, can spend week ends outdoors all year



GENDREAU

Bright lights of Hollywood Boulevard, Los Angeles, now the fourth largest city in the United States

service industries are predominant in the West. A high standard of living and a high proportion of people in the service industries seem to go together. California has between 100,000 and 200,000 visitors each day of the year with an insatiable demand for goods and services.

Industry is booming

LOS ANGELES, of all places, now has a smoke problem. New factories are being built there at the rate of 25 or 30 a month. Last year \$83,000,000 worth of enlargements and new plants sprang up in the Los Angeles area, while the San Francisco bay area welcomed \$118,000,000 worth—all-time records for both places.

The new steel mills in Geneva, Utah, and Fontana, Calif., may be forerunners of heavy industry for all the western states. The Pacific Northwest has a magnet for factories in the plentiful electricity

from its dams at Bonneville and Grand Coulee. The magnesium and vanadium booms in Nevada are bringing the first twinges of industrialization to that state. Big branch factories established in Arizona and Texas during the war are still operating today, though on a reduced scale.

The Interstate Commerce Commission's recent readjustment of railroad freight rates in favor of the South and West has an obvious implication. It suggests that the ICC now believes the industry and manufacturing of this country spread out to a point where preferential rates for the heavy traffic of the Northeast should be modified in favor of the growing traffic in the South and West. The western states hailed the decision as an omen of more and bigger factories, and the South celebrated it as a giant step toward industrialization of the land of cotton.

Mammoth corporations are moving part of their operations to the

ters, root and branch, to the Pacific Coast.

The United-Rexall Drug Company has purchased one city block in Hollywood and is erecting its new national offices there, meanwhile taking over several floors in Los Angeles office buildings for the operations which had been housed in Boston for more than a generation.

Two other large companies are likewise preparing to pull up stakes from New York and build new home offices on ground they have bought in Los Angeles.

Travel time is reduced

WITH the West Coast only nine and one half hours by air from New York, executives can attend a meeting on the other side of the continent and still not be absent from their own office for more than a day or two. Many companies now maintain their own airplanes for transcontinental shuttle service.

Boeing has boosted its employment to 12,000—twice the number it had after cutback of its war contracts

Timber is one of the mainstays of the Northwest and one of the big question marks of its future



LIBRARY OF CONGRESS



The Northwest has come out of war work with power capacity of 2,500,000 kilowatts

West. Eastern concerns which have set up branch factories in California include General Motors, General Electric, General Foods, Ford, Goodrich, Goodyear, Firestone, U. S. Rubber, Eastman Kodak, Bethlehem Steel, Willard Storage Battery, International Business Machines, Sylvania Electric and dozens more.

There may be even more significance in three recent news items which could be symptoms of a brand-new trend. One after another, three major corporations have announced that they are moving their national headquar-

Perhaps the day is fast coming when a national enterprise can be managed just as efficiently from the Pacific Coast as from the Atlantic Coast or the Midwest. For years, in fact, San Francisco has been headquarters for the world's third largest corporation, Southern Pacific, and for what has become one of the world's biggest banks, Bank of America. It may be significant, too, that the heaviest concentration of government offices outside of Washington itself is now to be found in San Francisco.

(Continued on page 84)



Who Will Clear Our Slums?

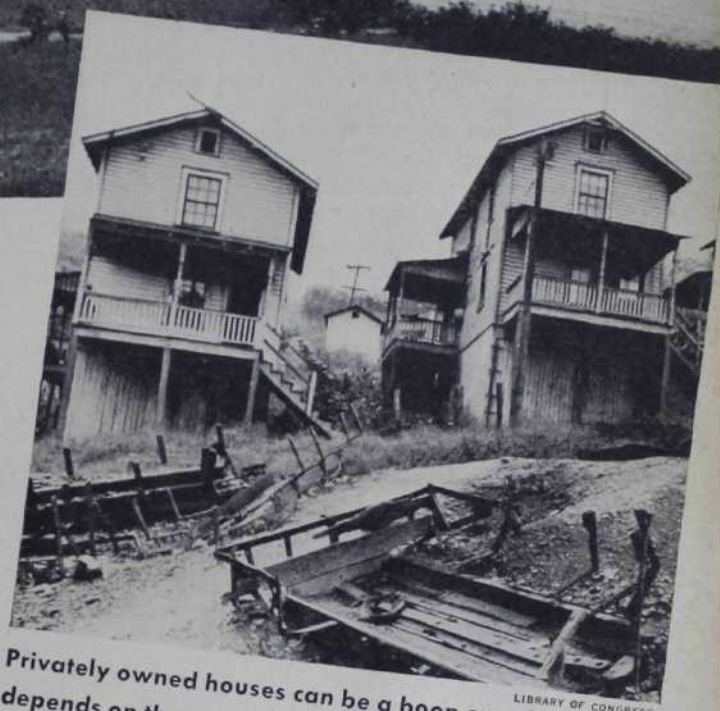
By DONN LAYNE

THE HOUSING problem has been getting worse for 150 years. Solutions now proposed do not go to the heart of the difficulty, but are temporary painkillers to dull the ache of bad civic development

THOSE who favor the Wagner-Ellender-Taft (general housing) bill consider it a marvelously beneficent piece of legislation. Those who oppose it, regard it as extremely evil.

The supporters of the W-E-T bill believe that once this bill becomes law, slums, disease, crime, child delinquency and human decadence will gradually be eliminated; that public housing is as much a necessity as public sewers; that the law would no more socialize the construction industry than did the giving of public subsidy socialize the air lines, railroads, agriculture, food processors, or public road builders; that, if anything, it will aim to correct many of the labor, distribution and trade problems of the home building economy.

Supporters of the bill also believe that the lion's



Privately owned houses can be a boon or a disgrace. It depends on the owner—and local housing laws, if any

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share of the low-rent program cost will be covered by the rents received, and that the total "project" development cost will not be charged to the federal Government but will be carried by local communities; that slum areas cost more in tax-paid service demands than public housing will cost; and that the gigantic shortage of homes and the vast need for low-rent dwellings can be met only through a federal program because private enterprise has never been able to build or make available suitable housing for the lower-income groups.

On the other hand, the opponents of the bill claim that, if it is passed, it will be the first step toward the socialization of the construction industry and the home financing business.

Further, they claim this "omnibus bill" has so many amendments and covers so much territory, that many of the small businesses—local contractors, architects, supply firms, manufacturers, building and loan companies, bankers, investors—which make up the construction and home finance busi-

ness will be forced to suspend operations or else be subjected to bureaucratic regimentation; that public funds will be wasted on high-cost dwellings to be lived in by "slummy" individuals who will keep coal in the bath tub, or else by middle-income groups not in need of public aid; and that the administration of the Act will not do away with slums.

Opponents of the bill also point out that a "housing project" is not the American ideal of a home; that shortages of labor and materials, rather than credit, are the bottlenecks in today's housing situation and, therefore, no federal financing of home construction is needed; that public housing is "dirty" politics and results only in colonizing votes; that slum clearance, like housing, is a local problem and responsibility.

The bill's opponents feel that the housing shortage is an aftermath of the war—an emergency which should not be met by public subsidy; that the bill is too long and confusing and will only create overlapping and duplication of functions, and more red tape; that private industry provides new automobiles for those who can afford to buy them, while used cars, in turn, are passed on through several ownerships to those who can afford to buy used automobiles—and that this same pattern of ownership should apply to housing; and, finally, that private enterprise can meet the demand for more homes better than the federal Government can.

Such are the pros and cons of the W-E-T bill controversy.

How housing became a problem

A QUICK glance at the history of housing laws and public housing programs may give us a better understanding of why there is a demand today for public housing and how it became a national problem.

Back about 150 years ago, one Robert Owen, a successful cotton mill operator in Scotland, refused to regard the slum conditions brought about by the

Industrial Revolution as a necessary evil. He felt that the former independent hand weavers and craftsmen were getting a raw deal. These workers, through competition from the machine, were being forced to forsake their village homes and gardens and go to the city to seek factory employment and to live in whatever shelter was available at the rent they could afford to pay.

Owen gave his employees shorter hours, higher wages, good working conditions, schools and a well-planned village to live in. He prospered.

He also worked out a blueprint for a village, half industrial, half agricultural for the unemployed—a cooperative community idea, where land, factories and houses were to belong to the people in common.

At the time Owen was plugging to get better homes for low-income groups in Scotland, the French philosopher and Socialist, Fourier, was

(Continued on page 73)



When overcrowded sections are replaced by well-designed housing, disease is reduced and morale is improved; but the former slum-dwellers, too frequently, just move to other slums

Science Comes to the Farm

By VERNON VINE

TODAY'S farm is not the simple life. The farmer's daily use of science would amaze the city folk

THE up-to-date farmer who used to do a good job of spraying with arsenate of lead, and lime-and-sulphur, now does a better job with dichlorodiphenyl-trichloroethane. He worms his sheep with phenothiazine; kills weeds with a chemical mysteriously known as 2, 4-D, and considers the possible profits that may accrue when he can mix thiouracil in the feed he gives his steers.

These recent additions to agricultural lore give



USDA PHOTOGRAPH BY FORSYTHE

Modern farms breed cattle by artificial insemination, may soon fatten steers with thiouracil, make more milk with thyroprotein



AMERICAN RAW SILK CORP.

American machines are now made to unreel the cocoons of silk worms

some indication of how far farming has come since the time when an intelligent farmer was simply one who rotated crops and kept account of production.

Today the merest whisper of the latest bug that has succumbed to a new insecticide rates a headline in the farm press.

Talk of strange drugs that increase production of milk and butterfat, that make steers fatten months sooner and that make old roosters taste like young capons is heard wherever farmers gather.

Veterinarians are pumping sick cows full of penicillin as casually as they tap for bloat. Thousands of calves are being sired weekly from test tubes. Apple growers are spraying their trees with epsom salts, and in New England feed mixers are dropping microscopic pinches of cobalt into each sack of feed they blend, on good scientific evidence that cows need it.

Agriculture is becoming the beneficiary not only of tremendous new discoveries in its own traditional

fields of research, but of discoveries in many relatively unrelated fields as well. War-stimulated investigations are responsible for some innovations. More are the result of research in many fields.

A rubber company, for example, seeking chemicals for new rubber products, has almost inadvertently produced two superior plant fungicides; an oil base to carry DDT, which eliminates some of the serious shortcomings of that otherwise almost magical bug-killer; and a considerably improved hormone weed killer.

New knowledge in many fields

CONTINUED work in plant breeding, agronomy, agricultural chemistry, and plant and animal nutrition have added new varieties, new techniques, and new knowledge, all of which promise to make the farmer's land, livestock, and labor more productive than ever before.

Possibly the most important of recent scientific developments is artificial insemination. Used experimentally on poultry, beef cattle, and even honey bees, it has taken firm hold in the dairy business. At present the rate of growth is limited only by the supply of veterinarians and trained technicians.

Artificial insemination makes it possible for any dairyman to breed his cows to bulls with production-proved ancestry at no greater cost, and often at far greater convenience.

The meaning is plain. As each succeeding generation of heifers, sired by these superior bulls, comes into production, the average milk production per cow will rise. Cost of milk production will fall. Either there will be more and cheaper milk for consumers, or there will be fewer cows on the farms, and possibly fewer dairymen.

A farmer who has to milk 20 cows to produce 5,000 pounds of butterfat a year can look forward to producing the same amount of butterfat with only 12 cows. Or he may, if he chooses, go on milking 20 better cows, and earn an income 40 per cent greater from them, to set a reasonably attainable figure.

It takes two years or more to get the increase in milk production from artificial insemination—the time it takes to raise a heifer to milking age. Far more dramatic—and now in the testing stage—are the results achieved by thyroprotein, a hormone discovered by two University of Missouri scientists. It has increased milk production 10 to 20 per cent in cows already producing. It also has done something never before accomplished. It has increased the butterfat content of milk as much as 25 per cent—from four per cent fat content to five per cent. By increasing both milk flow and the fat content of the milk, this drug has raised the butterfat production of cows from 20 to 50 per cent—and has done it almost overnight, at a cost of three cents per day.

(Continued on page 66)

Eggs are treated for better keeping by oiling the shell, by a dip in boiling water, and by chemicals



In some sections the use of airplanes has become common in spreading the dry dusts which are used to control insect pests. But a relatively small part of the acreage has been treated

USDA PHOTOGRAPHS BY OSBORNE

HERE'S how your community, if it really wants good music, can enjoy the finest concert artists without the sponsor running up a deficit

Audiences, INCORPORATED

By PHIL DESSAUER

THE MUSIC Club of Phoenix, Ariz., was licked—and the members knew it.

For years, they had tried to interest their city in good music. They had sponsored concerts by the finest artists. They had advertised, made speeches, sent out publicity, sold tickets to their friends—but the concerts hadn't made expenses. So now, \$4,000 in the red, the Music Club decided to throw in the sponge. Phoenix just wouldn't "take" to concert music.

That was in 1930. Yet in the last 14 years, the city that wouldn't take to music has spent an average of \$6,000 a year for concerts—without a penny of deficit.

The story of Phoenix is the story of organized audiences in the United States, the story of the greatest boom in concert music since the advent of Irish tenors.

Every year, thousands of people in places like Phoenix, Nashua, N. H., and Rockford, Ill., attend three to eight concerts by artists who once would have been almost unknown outside Carnegie Hall. This is no accident; concert music has been sold to America, by the idea salesmen of the guaranteed audience plan.

The guaranteed audience concept is simple: There can be no financial risk in a concert series if all the money for all the concerts is in the bank before a single artist is signed.

Hub of the plan is a concert association with permanent officers,



Walter Johnson, Chattanooga, and Arthur Wisner, Community Concert

locally elected. Instead of buying a season ticket, the concert-goer joins the association and pays \$5 yearly dues. His membership card admits him to the concerts—first come, first seated; there are no reserved seats.

Membership sold in advance

ALL the memberships are signed during a one-week campaign well ahead of the concert season, and no single admissions are available for individual performances. This rule against single admissions is strict, despite the objection of one small-town spinster who protested that "no concert is worth getting married for!"

A local committee handles the campaign, and as soon as it is over the committee selects the artists for the following season. The num-



Helen Jepson, Metropolitan star, tells her son and Ward French about her latest concert tour

ber of concerts, usually four or five, depends only on the amount of money collected and the fees of the artists desired.

The Fuller Brush Men of music who have boosted this "packaged culture" to a Big Business level represent Community Concert Service, a division of Columbia Concerts, Inc., and Civic Concert Service, Inc., a subsidiary of National Concert and Artists Corporation. Together, they claim associations in more than 800 cities.

Ward French and O. O. Bottorff, the respective presidents of Community and Civic, are no burned-out baritones turned promoters; their approach to concert music is strictly that of business men. They have taken "longhair" music to the barbershop and brought it out as a good business proposition.

When Civic or Community plans to organize a town, a field representative is sent in to help with the campaign. But sometimes local resourcefulness does pretty well on its own. When Athens, Ohio, was organized a few years ago, the owner of a local meat market brought in members by the dozens.

"What's your secret?" asked the

organizer. "How do you sign 'em up so fast?"

"It's easy," the supersalesman grinned. "I just give half a pound of bacon to everybody who joins!"

The guaranteed audience plan was born in the period following World War I. It was the age of the Chautauqua, where singers and musicians merely supported the great lecturers of the day. Many towns had no concerts at all, and in those that did, local patrons or music clubs had to guarantee the fees. Deficits were all too common.

In 1920, Harry Harrison, head of Chicago's Redpath Chautauqua bureau, and Dema Harshbarger, one of his associates, organized an agency to book concerts. One day Miss Harshbarger had an inspiration: Why not sponsor a one-week campaign to sell season tickets for a concert series—with no single admissions?

With the receipts collected before the concerts, she reasoned, they couldn't possibly lose.

Selecting Battle Creek, Mich., as the guinea pig city, she sold the idea to local leaders and successfully presented a three-concert series—paid for in advance.

A trial year of selling

WARD FRENCH, then a field worker for the Redpath bureau, heard of the experiment and was struck by the idea. "Let me take this idea on the road and sell it," he proposed. "In one year's time you'll be able to see if it's worth hanging onto."

Harrison and Miss Harshbarger

agreed to pay him \$25 a week during the trial period, and he headed for LaPorte, Ind., first city on his proposed circuit.

A LaPorte music enthusiast gathered 75 persons at her home to hear his story—and what a story! In a glowing sales talk, French described the cultural benefits of the plan; how it would put LaPorte on the musical map; how it would uplift the community at no financial risk.

One literal-minded man raised his hand. "In what cities, Mr. French," he asked flatly, "has the plan been tried out?"

The spellbinder was stumped. He groped—but only momentarily; then he made the decision of a lifetime.

"Well," he said, "I guess I have a little confession. This idea hasn't been tried anywhere. As a matter of fact, I want to try it out on you folks."

Everybody laughed, and French had a whole roomful of friends. The campaign went on, and in that town of 15,000 people, 1,200 signed up for a three-concert series.

It took French the full year to organize 11 more cities in Indiana and Michigan, but the 12-member circuit gave the prepaid audience idea the foothold it needed. After two more years of organizing, French and Miss Harshbarger formed their own agency, Civic Concert Service. The partnership lasted until 1930, when the National Broadcasting Company bought the agency for its National Artists Service. French then went to the Columbia Broadcasting

Company as head of Community Concert Service.

In 1941 the Federal Communications Commission frowned on this radio-concert arrangement as a monopolistic control of talent, so Columbia Concerts was sold to a group of managers and the booking division of NBC was reorganized as the National Concert and Artists Corporation. These are the organizations that exist today.

During all these years, the organized audience program has been expanded and refined into its present shape. One development has been the principle of reciprocity; a member of a Community association may attend any concert given by a Community group anywhere, as long as it isn't a sellout. A man once congratulated French on this idea.

"I think reciprocity is swell," he beamed. "I'm a traveling salesman, and I've been to 22 concerts already this season!"

Friendliness proves an asset

A BY-PRODUCT of the ever-widening concert programs has been disproof of the idea that artists belong to some foreign, unnatural society. This attitude was revealed one night by a group of schoolboys who confronted a singer as he was leaving the theater. The artist offered his autograph, but the boys shook their heads, watching him strangely. Finally, embarrassed, he suggested: "The concert is over; don't you have to go home?"

Nobody moved. But a youngster
(Continued on page 83)



Concert artists and stars help the sponsors of the Civic Music Association Planners celebrate their twenty-fifth anniversary at a birthday party in the ballroom of the Plaza Hotel, New York

As We Meet the World in Trade

By L. G. DILLON

THE LONG anticipated trend toward world socialization has become more pronounced. Almost daily we hear of new measures for government ownership or control of banks, industries and public utilities.

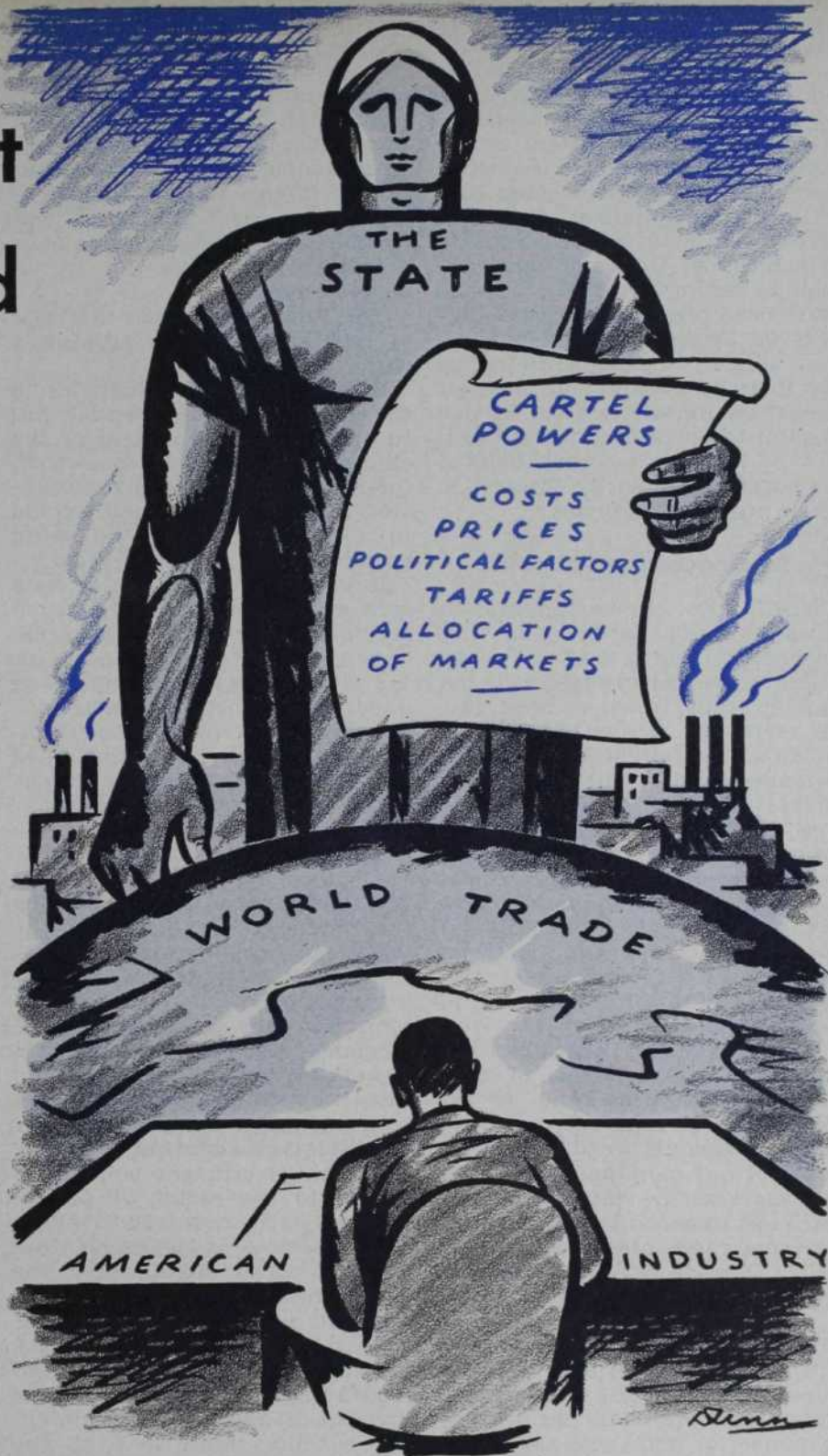
The reports are coming from England, France and Czechoslovakia but the movement embraces more than Europe. It has spread to Turkey, Iran, the Philippines, British India and China. Other British Dominions, notably Australia and New Zealand, have manifested socialist trends for many decades, and it is safe to assume that the government controls expanded during the war are not likely to be entirely wiped out.

Although this movement may come as a surprise to some people who could even discern a glimmer of reviving capitalism in Soviet Russia, it is actually a perfectly logical development.

The strains of the interwar period, the overwhelming state control of the economy during the war, the tremendous devastation caused by the war and, finally, the enormous reconstruction problem have imposed a burden which, in the opinion of many governments, is beyond the capacity of private enterprise to carry.

It does not matter whether this distrust of private initiative is justified or not.

From our viewpoint and in the light of our experience, it may appear that private enterprise, with proper incentive and judicious assistance, may be much more successful in reviving the world economy than government intervention, but that is not likely to influence the countries with less abundant resources, different back-



AN INCREASING number of nations are telling their citizens what they can buy and sell abroad, and when and where. If we are to do business with these countries, what adjustments will we have to make?

grounds and exposed to different political and social influences.

In those countries the main factor is not so much a reaction against the alleged shortcomings of the capitalistic system as the ambition to achieve economic progress with an inadequate base of private capitalism. Countries like China, British India and Iran which, under the conditions prevailing before World War I, would have been regarded as logical outlets for foreign investments, are now seeking to pull themselves up by their bootstraps and, in some cases, are naively inviting foreign capital to operate under the control of their state corporations or to acquire a minority interest in their private enterprises.

Trading with monopolies

UNDER the circumstances, the question arises as to how this movement is going to affect foreign trade in general and especially our foreign trade, which we are trying to revive by means of generous credits, international trade conferences and monetary agreements.

If we are to trade with countries whose economies have been largely nationalized, what adjustment shall we have to make and how much shall we have to modify our economic policies and doctrines which have developed under conditions calling for a minimum of state intervention?

Let us suppose that, when our domestic market begins to show signs of saturation, and we are ready to launch an active foreign trade campaign, we find that, in some of our most important pre-war markets, the state has become the most important customer and, in some cases, also the principal seller. How are we going to carry on business with those countries?

To begin with, it should be pointed out that this will not be an entirely new experience for our foreign traders, since we have been doing some profitable business for a number of years with the Soviet Union and also have been selling tobacco, for a much longer period, to countries with tobacco monopolies. In those cases the problem of adjustment has not been formidable.

The proposed International Trade Organization, which the United Kingdom has accepted as a partial *quid pro quo* for the line of credit by the United States, includes certain provisions intended to stabilize trade relations with state-trading countries. It provides that—in allocating the for-

eign purchases and sales of state-trading enterprises—commercial factors, such as price, quality, marketability, transportation and terms shall be the sole consideration. It also provides that countries with complete state monopolization of foreign trade shall, in exchange for tariff reductions, undertake to buy annually, on a non-discriminatory basis, up to an agreed amount.

This, incidentally, was the basis of our prewar trade agreement with the Soviet Union.

Such provisions, though all to the good and quite essential, fail to indicate the full extent of the changes that are likely to occur in foreign trade methods if state controls and ownership should extend to a large sector of the world economy.

It is evident that, if the state or a state-controlled corporation becomes the principal or sole customer for one of our exports, or the chief source of supply of an important import, the trade relationship between us and the country with the state-controlled economy is likely to change in some important respects.

Handicaps for trading firms

ONE of the first changes may be the practical elimination of the middleman from transactions involving the state or state-trading organizations. The fact that, in some cases, the saving of the middleman's commission represents no net gain gets little consideration when the Government adopts a policy of direct trading with producers. It is possible that, in the future, the government policy may extend to the sector of private business in the countries involved.

For example, if the Czech Government—after taking over the larger units of the textile industry—should establish a central purchasing agency for raw materials, the smaller private plants may find it advantageous to buy through the government agency also and obtain the benefits resulting from the large-scale operations.

The pressure on the middleman may become sufficiently strong, as a result of nationalization, to necessitate some radical changes in the system of agencies American manufacturers or exporters maintain abroad. It is difficult, if not impossible, to maintain a good agency, especially where service facilities are required, when a substantial share of the trade is done directly with the Government on the basis of a price that does not allow for payment of commissions.

For instance, if a foreign government should insist on buying most of the country's trucks directly from the American manufacturer, the private agents for the same makes of trucks can hardly be expected to maintain repair and service facilities if they are deprived of a large share of the commissions on the new sales. In many cases, such service facilities represent a considerable effort on the part of the American principals.

A logical solution might be a consolidation of the sales in fewer agencies which, however, cannot be applied to highly competitive products. This may present a difficult problem for our manufacturers and exporters in view of the fact that so many of our export products require sales promotion and service.

Long-term stable prices

PRICES also may be affected. With the spread of state intervention, the atmosphere for international price agreements is likely to become more favorable. If, for instance, the British Government should establish a central export agency for British coal—which would be the logical arrangement after the Government takes over the coal mines—inclination toward price stability and long-term contracts is likely to be greater than in the private coal trade.

The growing tendency on the part of labor and management to consider wage demands in the light of their effect on prices will be a strong inducement to the management of state-controlled industries to strive for price stabilization, with its implied wage stabilization.

Markets may be allocated


INTERNATIONAL agreements for the allocation of markets may also be facilitated by socialization.


International agreements may also have an important bearing on the kind of competition our individual exporters are likely to meet in third markets where our exporters will be handicapped in competing with state-controlled enterprises. It will be remembered that, as a result of the revelations of the activities of the European cartels and their foreign trade methods, the Webb-Pomerene law was passed to enable our exporters to compete on more equal terms. Whatever opinion one may entertain as to the efficacy of that measure—and the opinion in some quarters is not too high—it is hardly to be expected that the law would be




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of much help in competing against state-controlled industries.

The uncertainty regarding some of the elements of cost in state-controlled industries generally gives rise to accusations of dumping, and it is not easy to obtain adequate proof for applying anti-dumping measures.

In some cases the accounting methods of state-managed enterprises are not easily compared with those used by private business. There may be diplomatic difficulties connected with the inspection of books. Governments are sometimes inclined to pool the profits and losses of several plants or stages of production, especially if they form a part of a highly integrated industrial structure. Such practices have been alleged in connection with certain imports from Soviet Russia. Besides, some countries are not as sensitive to dumping as we are. The result is likely to be considerable pressure for the liberalization of the Webb-Pomerene Act and, indirectly, for a more tolerant interpretation of our anti-trust laws.

Politics in world trade

ONE of the most undesirable developments that may follow state trading is the intrusion of political factors into foreign trade. This may occur regardless of the protective provisions of the International Trade Organization.

When the state or a state-controlled corporation is an important buyer of foreign products, the difference in the political complexion of the two trading countries may become a deciding factor in the transaction.

The countries adopting an unorthodox economic policy are likely to be sensitive to outside criticism, at least during the initial stage and, in some cases, may be too prone to suspect hidden political motives in the economic policies of the more conservative countries.

Under those circumstances, trade may be subjected to violent fluctuations for non-economic reasons. The sharp decline in the Soviet purchases from Nazi Germany and the phenomenal increase in the imports of Nazi Germany from Southeastern Europe are cases in point. Although similar developments need not necessarily follow the new economic trends in Western Europe, the possibility is always present.

Similar fluctuations, but largely for economic reasons, may take place under comprehensive state planning. Under the five-year plans of the Soviet Government,

with the emphasis on the rapid building up of the capital goods industries, periods of intensive buying of foreign industrial equipment frequently ended abruptly when the plants for which the equipment was intended were completed.

In the same way, the large imports of farm machinery and automotive equipment, largely from the United States, stopped suddenly when the domestic plants for the manufacture of those products were completed.

Exports may drop sharply

IN 1931 our exports of tractors to Soviet Russia totaled about \$75,000,000; the next year it was a little more than \$300,000, and by 1936 the trade had practically disappeared.

Our exports of motor vehicles dropped from \$31,000,000 in 1931 to less than \$7,000,000 in 1932, and gradually vanished with the development of the domestic automotive industry.

Similar cases might occur under free enterprise but, in those cases, there are generally other private enterprises to soften the break.

A possible favorable result of the nationalization trend may be the simplification of tariffs and customs procedure, not as a result of a more liberal commercial policy, but rather as a matter of convenience.

In the case of imports for the state or state-controlled enterprises, the collection of import duties has no fiscal significance, while protection, if needed, may be obtained by the more direct means of monopolies, quotas or import restrictions. This would merely signify a continuation of a trend that has been in evidence ever since Versailles and which is reflected in many of our discussions of protectionist methods, in which quotas or import restrictions figure more prominently than increased tariff rates.

The result of all these changes must be—if the movement progresses far enough to involve a large proportion of our markets and sources of supply—to make economic relations more difficult. If that happens we may anticipate, on one side, increasing pressure in this country for isolation and self-sufficiency and, on the other, for a change in our economic ideology with renewed emphasis on government intervention and economic planning.

It is quite likely that, for a time, we shall get a combination of the two and discover that they are not necessarily contradictory.



DIESEL POWER



FEATURES of the GM "71" DIESEL

- Compactness
- Quick starting under all conditions
- 2-cycle, smoother operation
- Easy accessibility of wearing parts
- Unit injectors—no high-pressure piping
- Maximum parts interchangeability regardless of number of cylinders
- Uniflow performance at high altitudes

WHAT'S IN A NAME PLATE?

IN THIS CASE the name plate holds the secret of the satisfaction you will have with Diesel power.

For this name plate is evidence of some of the most intensive work ever undertaken in the General Motors Research Laboratories.

It started back when all Diesels were cumbersome, stationary engines. But the Diesel idea looked good. Maybe it could be made more useful. So GM experts went to work on it.

THEY MADE IT two-cycle—quick to respond to additional loads because power is furnished on every downward stroke of each piston. They eliminated all the old surplus weight and size of former Diesel engine practice and built in a more than ample supply of horsepower. They developed unit injection—did away with high-pressure fuel tubing. They designed Uniflow scavenging—made a clean-burning, efficient engine. Then to top it all, they simplified the design and made wearing parts easy to get at, and interchangeable even between engines with different numbers of cylinders.

ALL THIS has added up to today's sturdy, hard-working, money-saving GM Diesel—a Diesel that brought the era of the GM locomotive and its streamliners, a Diesel that has changed the picture of marine propulsion—a Series "71" industrial Diesel engine ready to take on the toughest jobs of road transportation, construction, fishing, mining, lumbering and anything else you have to offer. Yes, ready to take them on and do them reliably, at low cost.

A nation-wide organization of GM Diesel sales and servicing dealers stands ready to handle every need for parts and service.

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MULTIPLE UNITS . . . Up to 800 H.P.

G E N E R A L M O T O R S

Man's Dangerous (45-55) Decade

(Continued from page 46)

against the ravages of time. Otherwise, disaster!

Do not, however, be afraid of work. This reminder, doctors say, should be on every desk in America:

WORK IS GOOD MEDICINE

But to be good medicine, work must be pleasurable and satisfying. If every man could look on his work as play, there would be fewer breakdowns, fewer sudden deaths.

"Fighting the job" consumes energy, brings on fatigue. Fatigue, in turn, halts the natural processes engaged in body repair.

Many men go to their work, whatever it is, with the idea that they are bound in slavery, shackled to their desks. They develop in their minds the thought of "getting away from it all." This often leads to excesses after business hours. That is when the average man throws his weight around. He stops in for a quickie, meets an old pal, has another one, perhaps a third, and then dashes for a subway, train or bus. By the time he reaches home and the dinner table, he is in no condition to eat.

He is taut, overtired and his food remains undigested. Next morning, suffering from constipation, the harassed business man resorts to laxatives. This, the doctors say, is one of the curses of the modern age. Business men go in too heavily for patent medicines, morning-after bromos and bicarbonate of soda.

"The reason most men dread their work," said one prominent physician, "is that they are never rested. Too strenuous living. In a constant state of upheaval. Worried, irritated. No wonder they pop off."

"They're tired all the time, worn out," he went on, "just as I am tired. After a terrible grind, most men think, 'I'm too all in to carry on at this rate.' Such thoughts reflect an attitude entirely too common. Furthermore, such thoughts work ill effects on the body."

What that kind of thinking does, the doctor believes, is to bring about supertension—high blood pressure—and nervous disorders.

The doctor speaks from experience. He told the story of a patient who was stricken with a strange malady about four years ago. This man at 45 had amassed a fortune and had worked day and night doing so. Suddenly he grew weary of

talking on telephones. It became an obsession. Every time the phone rang, he felt like getting under the desk and hiding. One day he collapsed. Paralyzed.

"I brought all this on myself," he told the doctor, "by thinking bad thoughts. I thought the phone would be the end of me—and it damn near was."

In addition to going it too hard and keeping themselves on the ragged edge all the time, there are two other factors—usually taboo subjects—which affect the business man's health: smoking and drinking.

Most of the medical men interviewed hesitated to say a word one way or another about smoking or drinking. For publication, that is. Privately, they expressed opinions. Some said yes, some no!

One of the wittiest, turning in his swivel chair and snuffing out a cigarette, remarked:

"As between the two, smoking and drinking, I am inclined to believe that smoking does more damage. It places a terrific strain on the heart action. And I am one of the worst offenders. You can see for yourself what I've been doing, sitting here and smoking—one cigarette after another."

On the other hand, most of the medical men with whom I talked felt that moderate smoking has a soothing effect on jaded nerves.

As for drinking, one doctor put it this way: "It's only for them as kin take it—and few kin!"

In England and Wales, where habits and customs are similar to ours—and where heart disease,

hardening of the arteries and the other health menaces to middle age are on the rampage, too—a survey was made recently to determine the average length of life.

The survey showed that hotel men have the shortest lease on life, next retail proprietors, followed by wholesalers. Then come traveling salesmen, with Civil Service workers—office workers—next in line.

Farmers live longest

IN the United States, according to available figures, farmers live the longest.

"We cannot all be farmers," said one of the health authorities of the U. S. Public Health Service, "but in some ways we could emulate their example."

Farmers work harder than most men but they are out in the fresh air and vitamin-laden sunshine. They use the big muscles of the body, causing physical weariness which makes them fall into sound, restorative sleep. When the farmer awakes he is refreshed.

Even with all the inroads on health, however—strain, worry, hurry, drinking too much, smoking too much, lack of exercise, lack of proper rest, overeating, laxatives, patent medicines, overweight—America enjoys an unusually high standard of general public health. Our public health, life insurance figures show, is tops. One reason for this is our high standard of living, especially in housing and sanitation.

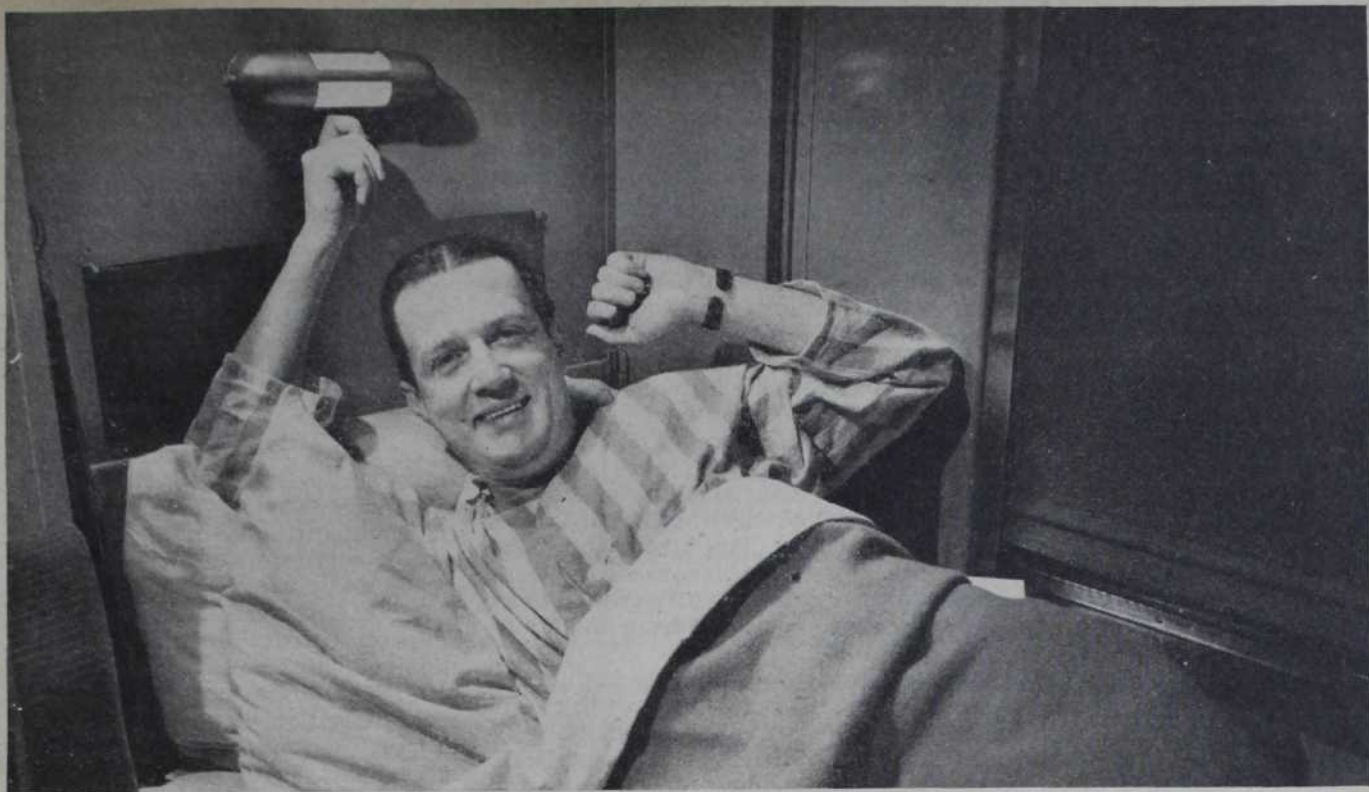
Also life expectancy in the United States is greater than that of any other people, with the possible exception of the Australians and the New Zealanders. Yet despite this, and paradoxical as it may seem, only one-quarter of our population approaches perfect health. The health of almost half the population is impaired.

The men who conduct the business and industry of this country make up less than one-tenth of the population, but they are an important minority. Along with the professional people, they are the real national leaders. Yet their ranks are being decimated by degenerative diseases.

If, say the doctors, the business men and the professional men in the dangerous decade of their lives will heed a warning and put on the brakes, they will find the best is yet to come, the best of everything, prosperity, health, long life, happiness. To you as a business man this is a tip worth a quarter of a million dollars.

"Ideal" Weights for Men— Ages 25 and Over

HEIGHT (with shoes)		WEIGHT IN POUNDS (As ordinarily dressed)		
Feet	Inches	Small Frame	Medium Frame	Large Frame
5	2	116-125	124-133	131-142
5	3	119-128	127-136	133-144
5	4	122-132	130-140	137-149
5	5	126-136	134-144	141-153
5	6	129-139	137-147	145-157
5	7	133-143	141-151	149-162
5	8	136-147	145-156	153-166
5	9	140-151	149-160	157-170
5	10	144-155	153-164	161-175
5	11	148-159	157-168	165-180
6	00	152-164	161-173	169-185
6	1	157-169	166-178	174-190
6	2	163-175	171-184	179-196
6	3	168-180	176-189	184-202



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Science Comes to the Farm

(Continued from page 56)

A companion drug, thiouracil, slows down the action of the thyroid gland. Steers given this drug with their feed produce more beef in the same time than steers not so treated. Broilers given thiouracil gain more weight than untreated chickens.

Annual loss from insects, bacteria and fungi comes to a tremendous total. On major crops, insect damage alone is responsible for a yearly loss of \$2,000,000,000; plant diseases and deterioration of stored products take a proportionate toll.

A major war on insects

BEST known to the non-farming public of the new chemicals which may make sweeping changes in agriculture is DDT. Although it will not kill all insects—the boll weevil is a notable one that turns up its

former wasteful methods. Prior to the war, over \$100,000,000 was spent by the American farmer for 300,000,000 pounds of spray concentrates and 700,000,000 pounds of dry dust to control pests on the farm. But so far only one-eighth of the crop acreage has been properly treated.

Almost as startling as thiouracil is DDT's effect on beef production. Beef cattle sprayed with DDT gained 50 pounds more in three summer months than unsprayed cattle. The reason: DDT kept them free of flies. The steers therefore ate more, and because they were quiet, did not run off so much flesh trying to get away from their tormentors.

A new find, but less publicized, is 666, still rare, but showing considerable promise in fighting a number of insects that resist DDT. New fungicides offer hope for

leaves of the cotton plant to drop. Thus the bolls ripen uniformly, and the problems of mechanical pickers gathering green cotton and leaves both are solved.

A similar chemical, sprayed on potato fields, kills the vines, if frost does not come early enough, thus eliminating secondary growth of potatoes. It also makes the harvesting easier.

Most widely known of the weed killers are the various forms of 2, 4-D (2, 4-dichlorophenoxyacetic acid). These preparations kill broad-leaved plants, but have little or no effect on members of the grass family. Because of this selective characteristic, they may have an important place in the production of such crops as wheat, oats, barley and corn.

The use of weed killers in combination with fertilizers has achieved highly satisfactory results. A combination of cyanamid, urea and chloropicrin has cut the cost of weeding tobacco seed beds 90 per cent. Urea, 2, 4-D, and fer-mate, used in combination, have proved an effective weed killer in pastures, while stimulating the growth of grass at the same time. Sinox and ammonium sulphate, used together, not only are solving the weed problem in flax fields (one of the big reasons flax is not as widely grown as it might be) but have boosted yields as much as four to ten bushels per acre.

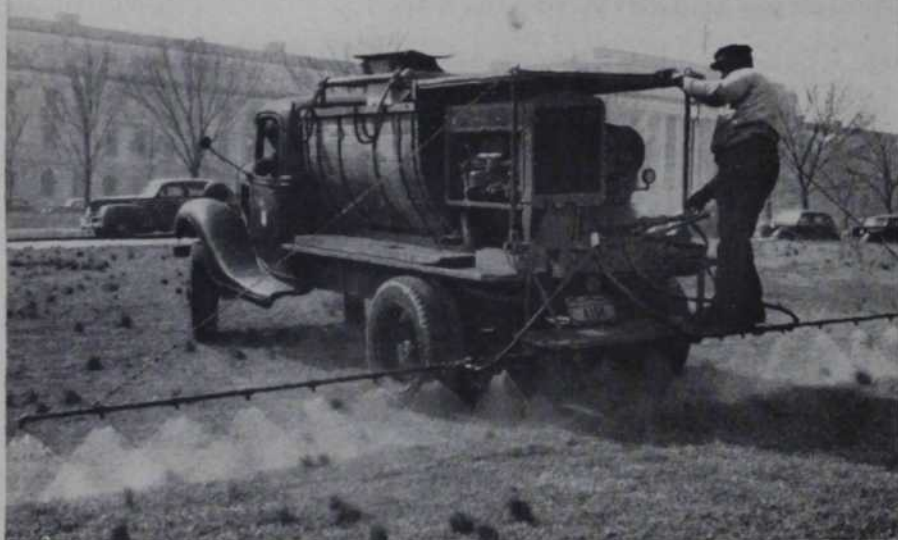
New crops are found

WHILE some scientists are finding ways for farmers to grow more of their old crops, others are busy searching for new crops that may make the U. S. more nearly self-sufficient in production of raw materials, or that may relieve the pressure of surpluses on some crops we normally overproduce.

Among the newest is ramie (china grass), of which extensive acreages have been set out in Florida. An importation from southeastern Asia, it may provide a highly useful and versatile fiber for our cordage industry.

Research at Kansas State College suggests an alternative crop for the great sweeps of the southern plains. This research also illustrates the new importance researchers attach to industrial markets for farm crops.

The Kansas nomination is black-hull of kaffir sorghum, which may provide a more profitable use for hundreds of thousands of acres in Kansas, Nebraska, Oklahoma and Texas, now seeded to wheat. In announcing blackhull kaffir as a de-



USDA PHOTOGRAPHS BY KNEEL

Chemical weed killers combined with fertilizers have achieved the double purpose of stopping weeds and stimulating grass

nose instead of its toes—DDT does kill so many that normally conservative entomologists have dared to speak of the day when certain insects may be exterminated.

DDT comes at a time when the whole mechanism of spraying is undergoing radical change. Development of high-powered smoke generators for the armed forces, of high-pressure fog vaporizers, of new aerosol carriers (some of which kill insects and arachnids that DDT won't touch) makes it practical for farmers to use insecticides whose cost might be prohibitive if they had to be applied by

greatly increased yields of certain crops. Sugar beet seed, treated with one of these new preparations, produces eight times as many healthy plants as untreated seed.

Plant growth inhibitors—including weed killers already familiar to city dwellers who have used them to rid their lawns of dandelions—already are producing startling results.

One, a chemical defoliant, is largely responsible for making the mechanical cotton picker a practical reality. This chemical, sprayed from airplanes over cotton fields shortly before harvest, causes the

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sirable crop, Kansas scientists reported that one 56-pound bushel contains 28.6 pounds of starch, superior to corn starch; 1.56 pounds of oil, equal to corn oil; .42 of a pound of wax, superior to beeswax, and 7.57 pounds of protein in 17.85 pounds of meal suitable for livestock feed.

Engineering, as applied to agriculture, is also working marvels to vastly broaden the scope of farm mechanization.

In Texas, American-made machines are unreeling the cocoons of silk worms. They are the first practical machines ever devised to do this traditional hand labor, and they may make possible a domestic silk industry sufficient to supply whatever market for silk remains after nylon and other synthetics have met most of the fine fabric needs of the nation. The Texans are optimistic, at least. They have set out thousands of mulberry trees to provide fodder for the worms.

The impact of the mechanical picker on the cotton crop has been widely heralded. Not so well known are the other inventions which made its use practical. In addition to the chemical defoliant previously mentioned, these include mechanical choppers to thin the cotton, and weeders which kill weeds with a burst of searing flame.

Tilling the soil is easier

ONE of the biggest splashes in the postwar machinery market will be made by redesigned "three-in-one" tillage tools. In principle they are not new. A machine that would plow, disc and drag, thus creating a seed bed in one operation, long has been a goal of machinery designers. Getting enough power to do the job has been their bugaboo. Now coming on the market are two types of these machines—some self-powered, others driven from the power take-off of the tractors that pull them. They promise not only important savings in labor, but better prepared soil for bigger crops.

Agronomists have been worried, ever since hybrid corn was developed, that the increased yields produced by the new seed would soon be lost because of the heavier drain on natural plant food in the soil. Engineers have designed new fertilizer applicators, to deposit commercial plant food at the plow sole at the time the soil is turned over. Other attachments, which will apply side dressings of fertilizer, have been designed to be used with cultivators. Production of such machinery, plus the growing

awareness of mid-western corn growers of the need to fertilize their crops, makes the corn belt a new frontier for the fertilizer industry.

Lighting engineers also have promised farmers new products in the postwar years. Most notable is a forthcoming "germicidal-plus" lamp; a fluorescent-type lamp which combines the health-giving properties of sunlamps with the germ-killing function of germicidal lamps. Whereas earlier types of sunlamps could be used for only limited periods of time, lest harmful overexposure result, the newer type lamps can be burned continuously, without ill effects on animal life. Moreover, the lamps operate at lower wattages and have a longer life than earlier models.

New products from farm crops

CONTINUOUS chemurgical research is under way at the U. S. Department of Agriculture's four great regional research laboratories at Philadelphia, Peoria, Albany, Calif., and New Orleans. At the Peoria laboratory, where mass production methods for penicillin were developed, semicommercial production of motor fuel from corn cobs is under way. A vision of America's vast automobile fleet being powered with fuel from grain has been perennial and popular. It will be ironic, but important, if the most practical fuel comes not from grain at all, but from the core on which it grows.

Among the problems which apparently are yielding to scientific research is the one of how to re-establish buffalo grass on the grazing lands of the great plains. An omniscient nature, realizing there would be dry years, and perhaps many of them, on the plains, made buffalo grass seed a slow germinating affair, which might not sprout for years. Researchers, by alternately soaking the seed in weak solutions of saltpeter, and then refrigerating it, have speeded up its germination.

Another researcher, puzzling over the problem of how to sow light seed successfully from the air, has devised a method of incorporating seed and fertilizer in tiny mud pellets which can be spread economically from planes.

The rate at which agriculture is being mechanized has posed some peculiar problems to scientists in non-engineering fields. Sorghum, a crop which should lend itself to combine harvesting, has a nasty habit of falling down and lodging when it is ripe. Kansas plant

breeders therefore set out to breed a sorghum which could be machine-harvested successfully. They have come up with a stiff-stalk variety.

Research in packing and processing farm crops not only may alter many food-buying habits of city consumers, but may have far-reaching consequences on the farms themselves.

Development of a cell-type pack for peaches, similar to the method used for packing eggs, may make possible wide distribution of tree-ripened fruits. Rapid expansion of quick-freezing processes is bringing about many changes.

Improvement for egg's package

EVEN the egg, which comes in nature's most perfect package, has not escaped attention. Oiling, 5-second boiling, and chemical shell treatment are among the processes developed for keeping eggs fresh from farm to frying pan. In Boston, an enterprising company has announced roasted eggs as a new food product. University of California scientists, trying to solve the problem of how to get eggs with whites of uniform consistency, have discovered that a 10-second exposure to high-frequency electric current stiffens even a watery white, so that when the egg is broken, the yolk stands up with the bold, pop-eyed look so attractive to the housewife.

It remained, however, for an Oklahoma poultryman to give all of this scientific research the color that it needs. He fed his chickens harmless vegetable dyes, produced eggs with yolks gaily colored green or red.

In the field of practical fantasy, however, A. O. Smith Corporation of Milwaukee, a manufacturer of unquestioned leadership, has designed a glass-lined metal silo, equipped with a mechanism which unloads the silage from the bottom, thus eliminating one of the dairy farmer's most irksome chores (climbing a silo ladder is no fun—especially when the farmer's knees begin to creak). The ultimate scientific touch to this silo is its color scheme—white on the north side, black on the south—to take advantage of the last bit of warmth from the winter sun, to keep the silage from freezing.

And just to prove that all scientific problems aren't solved through complicated laboratory research, Oregon State College researchers, discovering that many fruit trees in that state needed a touch of zinc, simply began driving zinc nails into the trees.



Test your word knowledge

of Paper and Printing



1. Kaolin

- ☐ A size used in paper
- ☐ A resin in pulpwood
- ☐ A type of white-firing clay



2. Monotype

- ☐ Hand-set type
- ☐ Individual type characters machine set
- ☐ Lack of variety in composition



3. Double Printing

- ☐ Line superimposed on halftone
- ☐ Black printed over color
- ☐ Stripped-in negative on halftone



4. One Point

- ☐ One thousandth of an inch
- ☐ One seventy-second of an inch
- ☐ One twelfth of an inch

ANSWERS

1 Kaolin is a type of white-firing clay used in making coating for paper. The clay used in Levelcoat* is selected after careful laboratory tests for acid content, brightness and purity. So soft, so clean, so fine, Levelcoat clays might pass for face powder!

2 Monotype is individual type characters set by machine. The best composition is only as good as the paper on which it's printed. That's why, for greater beauty and effectiveness, fine typographers prefer rich, bright Levelcoat.

3 Double Printing is line superimposed on halftone. When the engraver's skill has created the effects you planned, protect their vividness in printing. Choose lustrous Levelcoat—a paper that excels in printability.

4 One Point, to a paper-maker, is only one-thousandth of an inch. Yet a point stands out like a peak on the instruments which control Levelcoat uniformity in manufacture. With Levelcoat, you're sure of the same fine quality, ream after ream.

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All over America the cry is for "Homes!" And that means joists, shingles, lath, flooring, siding, plywood. But, in addition, ceaseless research has developed more than 4,500 new products that have their origin in wood... as varied as nail polish and paper, plastics and

linoleum, rayon and fertilizer, dyes and soaps. For a hundred years, the Pennsylvania Railroad has been carrying this basic commodity to mill and market—and, these days, carrying it for *less than a cent a ton per mile*. It is one of our biggest jobs. And we are large users as well. Our tracks rest on a hundred million dollars' worth of crossties. Thousands of feet of plywood line our box cars.

As we enter our second century in 1946, we salute the giant industry represented by men with axes and saws... and shall continue to do our best to serve it economically and efficiently.



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NEW PENNSYLVANIA (CLASS T-1) HIGH SPEED LOCOMOTIVES— EQUIPPED WITH TIMKEN BEARINGS



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RAILWAY ROLLER BEARINGS

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Engine trucks, driving axles and trailer trucks are all equipped with Timken Bearings. As well, Timken driving rods, Timken crank pin bearings, and Timken light weight reciprocating parts are used on these new locomotives.

To insure fast, dependable service, maintaining high speed schedules—to cut down on in-shop repair time—and to reduce operating and maintenance expense—

railroad operators are finding Timken Railroad Bearings the answer to their problems.

Timken Roller Bearing equipped locomotives and streamliners are creating remarkable records because Timken Bearings permit locomotives and streamliners to be in continuous daily service, thus greatly increasing their availability for work.

When you use bearings stamped with the trade-mark "Timken", you avail yourself of the widest experience in the entire anti-friction bearing field. The Timken Roller Bearing Company, Canton 6, Ohio.

TIMKEN BEARINGS, TIMKEN ALLOY STEELS AND SEAMLESS TUBES, TIMKEN REMOVABLE ROCK BITS

Who Will Clear Our Slums?

(Continued from page 54)

working out on paper a system of community living in what he called "social palaces." Planned not only for shelter but also for work and recreation, these "palaces" were to take the place of the unsanitary, haphazardly located hovels which had been constructed *within walking distance* of the French factory of that day.

Both Owen and Fourier were ahead of their time. Their speeches and publications excited the imagination of a few business men, a few reformers and a few politicians—but not much was done about slums anywhere.

From 1800 to 1850, the spread of the "machine age" caused many cities to grow, and no curbs were put on the builders of shacks or the owners of "workingmen's" shan-

necessity, these invited strangers were crowded into inadequate dwellings.

In 1834, Gerritt Forbes, New York City health inspector, published a report on the relationship of bad housing to the spread of epidemics and the increase of death rates, sickness and crime. It aroused considerable discussion but nothing more.

First housing laws

IN 1850 a great cholera epidemic spread over Europe. In England alone it took 50,000 lives.

The slum dwellers of that day not only felt the full force of the epidemic, but it helped publicize the squalor in which vast numbers of workers were living. The masses became restless, crime increased

were spurred into action by fear. But the political power of the slum dwellers, potential or otherwise, was almost nil.

In 1851, England passed the first housing law of modern times. The law *permitted* but did not require local governments to build housing for the working classes. The result was that more new slums were started. A few years later Parliament passed additional laws which set forth the minimum standards for buildings.

Few of England's municipalities, however, acted on the *permission*; and the building "standards" were inconsequential and weakly enforced.

Cholera had its effect in France, too. But instead of passing any housing laws at that time, France, in 1853, went in for private "housing societies." This idea also caught on in England—public utility societies they were called—and in Germany, where they were called limited dividend companies.



LIBRARY OF CONGRESS

After World War I we built 10,000,000 dwelling units—of which many were rowhouses like these (now slums). Today, we need planning of land use to avoid making blighted areas

ties. Meanwhile, land values went up and cut into the profits of the landlords, so the landlords and the builders offered prizes to architects to design "model" tenements to hold the most people per square foot of land. The built-in slum thus came into being.

The erection of built-in slums was not limited to England and the Continent. Our own industrial growth and early immigration caused a great stream of humanity to pour into the nation's northern seaboard towns and cities—and, of

and minor revolutions made many a lord-of-the-manor uneasy. Ruling families suddenly concluded that they had better relieve some of the suffering of their more miserable subjects. Besides, better homes for the low-income groups would decrease the jeopardy of contagious disease and would increase the supply of healthy men for the defense of the nation.

As a result, it was not long before the Tories of the day began to turn reformers. Some acted out of real desire to help the poor; others

These "building groups"—although they expected to make a profit—were formed to put up decent houses that would be cheap enough for the low-paid worker to rent or *buy* on the instalment plan. The idea was philanthropy plus six per cent.

These "societies" met a real housing need, but the houses they built were too expensive for the slum dwellers to utilize; and the mistake was made of selling the houses which were then often resold at profit until the price was

out of reach of all but the most prosperous skilled workers.

Even when private housing societies received a lot of government help, they failed to provide decent homes for the poorest families. When, in France, the law of 1894, authorizing public loans and tax-free subsidies, did not solve the slum problem, the French Government coasted along until 1912 before granting permission to local governments to provide housing to the lowest-income groups through public financing. But that law was no more effective in France than it had been in England 60 years earlier.

Reformers wasted effort

JUST as the cholera epidemic spurred governments and housing societies to concern themselves with the living conditions of the working class, it also inspired action on the part of many charities and individuals with a zeal for reform. But their efforts were piddling. Instead of realizing what the trouble was—that, due to lax health and building regulations, too many people were jammed together in tiny living quarters—the reformers expended their funds and energies in putting up a few “model” tenements and cottages which did nothing to relieve the congestion of the slums—and soon the models themselves became slums.

Much more realistic was the employer who was smart enough to see the relation between his workers' home living conditions and their health and efficiency. This type of employer sometimes provided homes for his workers near the factory or mine. But, as the employer controlled everything in the town, he could run it as he saw fit, and most of these “company towns” were jerry-built and run in a dictatorial fashion.

But some of the employers who built company towns were neither tyrannical nor cheap. In 1865, Friedrich Krupp began the construction of homes for the workers in his steel plant at Essen, Germany. Each home had ample room for a large garden and yard; and the town's officials were elected by the workers.

In 1877, Sir William Lever, soap manufacturer, also founded a company town, Port Sunlight, near Liverpool, England, which is still drawing praise. In 1879, the Cadbury firm of cocoa manufacturers built a model factory town near Birmingham, England, called Bourneville.

Within ten years, the success of these towns became so talked about that governments were again forced to do something. So more building standards, health measures and housing laws were passed in various countries to improve the dwellings of the low-income worker.

Cities began spreading out

BY 1880 the area of cities—which had been limited by the distances which could be covered between home and work, on foot, on horseback or in horse-drawn vehicles (a maximum of two or two-and-a-half miles from the center)—began to expand to a distance of about five miles, thanks to the use of cable and early types of electric street cars. Simultaneously, industrialization and population increase put property values at the center of cities at a premium, improved transportation permitted people to move farther out, and homes thus vacated were converted to the best profit-use to the owner.

The spread of the business area to accommodate the growing trade volume was one source of profit-use, the other was to change the old houses into multiple dwelling units for either rent or resale. Hence, nice old homes often became slums; and “close in” residential districts sometimes became undesirable.

Meanwhile, new generations, leaving farms and villages, and flocking to cities to become factory workers, pushed up the price of urban land, while laws governing construction and sanitation raised building costs. These additional costs were charged to rents, so more people were obliged to double up in order to exist—and thus the slum creating went on progressively getting worse.

City planning

THEN came the reincarnation of Owen and Fourier in the person of one Ebenezer Howard. As a young man, Howard had seen the Chicago fire and it set him to thinking about the possibilities of planning whole cities from the ground up. In 1898, he published a book called “Garden Cities of Tomorrow,” in which he set forth his idea of a sensible city plan.

Briefly, his plan limited the city's population to about 30,000 on not less than 6,000 acres, and called for the industrial, public building, shopping, residential and park areas to be laid out from the start,

the whole to be surrounded by a permanent green belt made up of farms.

To stay clear of real estate speculation and greed, Howard advised public ownership of the land.

Wide reading of Howard's book stirred the imagination of men in many countries.

In 1901, Holland passed the first law requiring town governments to see to the housing of their citizens. The act set standards for new buildings and improvements for old ones. It also gave towns the right to buy slums or vacant land for new homes, to regulate overcrowding, to demolish slums, and ordered all towns of 10,000 or more to draw up plans for future growth. The national government would help with financing.

Under this law Holland made better progress in remodeling her towns than any other country prior to World War I.

In 1902, England began the construction of a complete “garden” city—Letchworth. It was a success, free from land speculation and neighborhood blight, with many thriving industries, and it soon became the most healthy place to live in England.

Housing lessons learned

WHEN World War I began in 1914, a stop was put to the construction of all public and private housing in Europe; but the lessons learned in combating the growth of slums and constructing permanent, worthwhile housing for the poorer families remained in the records and in the minds of men. The essence of that new-found knowledge boiled down to this:

1. Lack of foresight and planning, of proper zoning, building and health regulations (or the strict enforcement, if on the books), permitted the construction of shacks and tenements without proper sanitary facilities.
2. Lack of enforced “city planning” led to undesirable growth and maladjustments. Once built, most slums proved extremely profitable, hence difficult to eliminate. Poorer groups who live on incomes somewhat below the “average” income per family cannot afford to buy homes.
3. Private enterprise cannot provide slum dwellers with good housing at the rent rate asked by slum operators. Economical construction of decent low-rent shelters can best be achieved by building large-scale public projects on land

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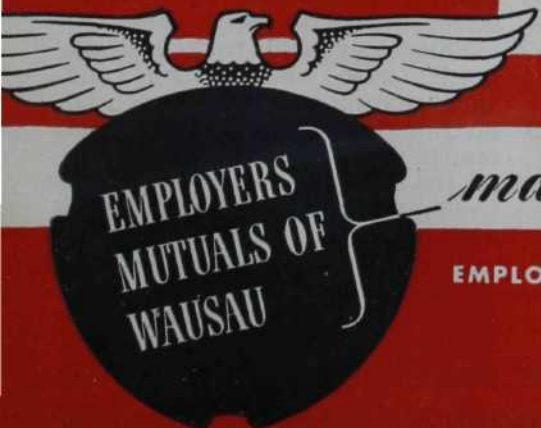
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"farther out," until the price asked by most slum owners is reduced. The need for such projects should originate in local governments and be built and managed under their supervision, subject to the approval of the national government if national finance is necessary.

After the war, in 1919, all Europe faced a tremendous housing shortage (our own shortage was not so acute), and returning service men demanded something better than slums to come back to. The issue could not be dodged.

Between 1919 and 1939, some 7,500,000 low-rent homes were constructed in Europe with government aid. Low rents resulted not only from "subsidies," but also from low interest charges on the public loans invested, from the fact that they were not expected to yield a profit, and because building costs were reduced by large-scale purchases of materials and equipment.

English public housing

AMONG the many public housing programs, England's followed somewhat closely the regulations originally proposed in the public housing section of the W-E-T bill: That local governments must first organize a "housing authority" (which is legal under state law) and obtain at least ten per cent of the development cost from non-government (federal) sources; that one-fifth of the federal subsidy must be met by local contribution; that payments in lieu of taxes should not exceed ten per cent of shelter rent; that, generally, one slum unit should be eliminated for every new dwelling unit built; that the projects should be built and operated economically; that cost of single-family units should not exceed \$5,000 in large cities, or \$4,000 in smaller cities (excluding cost of land, non-dwelling items and slum demolition); that the local authority must award the jobs to private contractors on basis of competitive bids; and that the family admitted to a low-rent project must be living in a substandard building (waived in case of a veteran).

After the 1918 Armistice, England put up more than 4,000,000 new dwellings—about 1,500,000 with public aid.

Before World War II put a stop to England's program, 273,000 slum shelters had been torn down or closed and 273,000 new "slum clearance" dwellings had gone up; 189,000 slum dwellings had been

made "fit" by the authorities at the expense of the owners, and 562,000 were renovated by the owners as a result of governmental warning notices. Nevertheless, in 1939, there were still 4,000,000 occupied houses nearly 100 years old which could not be repaired or brought up-to-date at a low enough cost to be available to their slum inhabitants.

Cooperatives tried in Sweden

SWEDEN'S public housing program took the form of cooperative enterprise. Industrial cooperatives (started by factory owners and stockholders) built modest homes near their factories for their work-members; other cooperatives were formed for the purpose of building homes. The "Tenants' Savings and Building Society"—one of the biggest cooperatives—arranges for loans, buys material wholesale, employs a large architectural staff and builds for its branch groups throughout the country.

Holland's public housing also took the form of tenant cooperatives with public loans. At the start of World War II, ten per cent of all the homes in Holland had been built under some form of government subsidy; and the country's effort to clear out the slums had met with great success.

France failed to get the backing of all its political parties in carrying out a public housing program.

Austria's public housing program was done under a Socialist government, and it did wonders, particularly in Vienna, with only a shoestring to work on. But the big trouble was that with every change of administration, the tenants of the various housing projects were told to get out so that the favorites of the new administration could move in.

Germany, too, took to public housing in a big way after 1919—but on funds gained from foreign loans which were distributed to local governments and cooperatives. Emphasis was put on the "garden city" idea with architects getting prizes for the best plans to house people well at a low rent.

Practically every nation's public housing program was made up of apartments, small row-houses, flats and cottages, with emphasis on the country's prevailing taste. But they all shared certain standards: plenty of space, air, light, large windows, proper ventilation, running water and toilets—and organized planning.

Although America, too, had a

housing shortage after World War I (but nothing as bad as now), it did not go in for any organized, planned-in-advance, federal-aid housing program. Nor was any move made to clear the slums or stop new ones from coming into being. We simply put up some 10,000,000 dwelling units, a few for the rich, a great many for the middle-income groups, and all too few for those families whose income was below average.

It was the wide use of the automobile after World War I which eventually threw the otherwise "fairly decent" residential structure of many American cities into a somewhat chaotic state. Individual automobile transportation suddenly expanded the potential area of cities from a five-mile radius to a 15- or 20-mile radius.

Before long those who could afford to move to the outskirts of the city did so, and the old houses left behind were occupied by families of lower incomes. This process continued until the oldest houses usually were occupied by the families of lowest incomes and such houses, as a rule, were inadequate in design and accommodations for the needs of the occupants—having been cut up into one-, two- and three-room "apartments." In addition, in cities where very rapid growth occurred, land overcrowding was permitted and many types of dwellings (apartments, flats and row-houses) were built on plots of ground too small for adequate living.

Automobiles ruined old districts

CLOSELY akin to this gradual development of slums from former desirable dwelling districts was the creation of "blighted areas" caused by the use of motor vehicles. As motor car and truck traffic increased, the available road and street systems soon filled to capacity. As a remedy, street widening projects were undertaken, signal systems introduced and various routes designated as main traffic arteries—sometimes along quiet streets lined with good homes.

This heavy motor traffic brought noise, dust and danger and "blighted" many a good residential district. But most of us did not realize what was taking place, or see the connection between "heavy traffic" and "blighted areas"—and little or nothing was done about it.

Later, however, the depression of the 'thirties and the demand that "something be done" about the large number of home mortgage foreclosures, forced Congress

to create the Home Owners' Loan Corporation in 1933, and the Federal Housing Administration in 1934; such agencies to refinance and to insure loans up to 90 per cent of the value of owner-occupied homes. Within seven years (March, 1941), authority was given to insure mortgages on one- to four-family dwellings owned by builders up to 90 per cent of their valuation. More than 325,000 dwellings and 470 large-scale rental projects were thus insured.

Depression housing projects

IN addition, under some now-extinct, depression-caused agencies (the Resettlement, Public Works and Farm Security Administrations), the federal Government financed the erection of some 50 housing projects (21,612 family units) in 37 cities, costing \$127,000,000; and some 15,000 units in suburban and farm areas.

The lessons learned from such home financing and construction indicate that public housing should be a local responsibility with federal aid justified only to the extent that the states and localities are unable to take care of the need. An attempt was made to embody this principle in the United States Housing Act of 1937, the purpose of which was to "remedy the unsafe and insanitary housing conditions and acute shortage of decent, safe and sanitary dwellings for families of low incomes . . . that are injurious to the health, safety and morals of the citizens of the nation." By the end of 1939, USHA had lent or agreed to lend some \$670,000,000 for 160,000 dwelling units—sufficient to house 640,000 people.

There was increasing controversy concerning the operation of this agency prior to our entrance into World War II. This difference of view with respect to the federal Government's responsibility for public housing is reflected in the present divergencies of opinion with respect to the Wagner-Ellender-Taft bill.

Slums are no new development

WE have seen where the issue of "public housing" did not spring up overnight: Slums had been a disgraceful problem since the beginning of the Industrial Age. Here in this country, as far back as 1867, just after the Civil War, New York City found it necessary to pass the first tenement housing law, in an effort to check the conditions of insanitation and overcrowding. In

1901, New York City set up its Tenement House Department to administer regulations concerning health and safety of living quarters. Other states followed, but these feeble attempts to check the growth of slums did not work.

But now almost every citizen, craftsman, doctor, lawyer, merchant, banker, manufacturer, health officer and politician believes that the community in which he resides cannot afford to ignore either the "traffic-blighted area" or the housing problem—and that it must be met and solved either through private or public means.

Practically every large city in America has begun to revamp its traffic system in order to render adequate protection for the residential areas that are still new and in good condition and to rehabilitate blighted districts.

Applications for public housing

IN ADDITION, more than 340 cities and towns have made application (pending the outcome of the W-E-T bill) through their local housing authorities for programs covering projects with 360,099 dwelling units at a total estimated cost of \$1,905,634,504; and applications from rural localities involve requests from 282 counties covering projects for 141,473 dwelling units at an estimated cost of \$405,359,150.

These "on the shelf" applications represent only a small percentage of what public housing advocates claim "is the total need."

It remains to be seen, however, just what percentage of the people will be called on to subsidize the rent of what percentage of families who would otherwise be forced to live under slum conditions. That is the question.

The answer will be given, as it should be, by the people themselves acting through their elected representatives.

The question is *not* whether public housing is evil or beneficent. It is neither—nor is it a cure for our slum problem. It's simply a temporary painkiller.

And it will always be such, so long as we refuse to recognize the necessity for organized city-planning which allows for the sensible routing and handling of traffic, proper land use and construction codes, and the enforcement of adequate zoning, health and building laws—and, further, so long as an important percentage of the voters are unable to maintain themselves above the level of undesirable living conditions.



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Gold Medal Flour
Grape Nuts
Gravy Master
Heinz 57 Varieties
Hellman's Mayonnaise
Hires Root Beer
Hormel Products
Jello
Junket Rennet Powder
Karo
Kellogg's Cereals
Kitchen Bouquet
Kix
Knox Gelatine
Kraft Cheese
Libby's Products
Lipton's Tea
Log Cabin Syrup
Maca Yeast
Mars Candy
Maxwell House Coffee
Mazola Salad Oil
Minute Tapioca
Morton's Salt
Mother's Oats
Muehlen's Macaroni
My-T-Fine Desserts
National Biscuit Products
Niblets
Nucoa
Ovaltine
Pepsi-Cola
Peter Pan Peanut Butter
Pillsbury Flour
Post Cereals
Quaker Oats Products
Ralston Cereals
Ritz Crackers
Royal Desserts
Ry-Krisp
Sanka Coffee
7-Up
Snowdrift
Spam
Sory
Stokely-Van Camp Products
Sunkist Oranges-Lemons
Sun-Maid Raisins

GROCERY PRODUCTS

(Continued)

Sure-Jel
S & W Fine Foods
Swans Down Flour
Sweetase
Swift Products
Tea Garden Products
Tender Leaf Tea
Treat
Uneeda Biscuit
V-8
Vermont Maid Syrup
Warren's Gum
Welch's Grape Juice
Wesson Salad Oil
Wheaties
Wrigley's Gum

DRUGS

& TOILET REQUISITES

Absorbine, Jr.
Alka-Seltzer
Anacin
Aqua-Velva
Arrid
Avon Products
Bayer's Aspirin
Bauer & Black
Ben-Gay
Blue Jay
Bromo-Seltzer
Burma-Shave
Calox Tooth Powder
Camay
Campana
Cashmere Bouquet
Chamberlain Lotion
Chap Stick
Chen-Yu Cosmetics
Chi-Ches-Ter Pills
Colgate
Conti
Coty
Creemulsion
Cra-Pax Foot Remedies
Cutex
Cuticura
Daggett & Ramsdell

DRUGS

& TOILET REQUISITES

(Continued)

Dr. Caldwell's
Dr. Lyon's Tooth Powder
Dr. Scholl's
Dr. West Tooth Brushes
Dreft
Drene Shampoo
Du Barry Cosmetics
Eli Lilly
Elizabeth Arden
Eno
Evening in Paris
Ex-Lax
Fasteth
Feenamint
Fitch's Shampoo
Fletcher's Castoria
Fresh Deodorant
Gaby Products
Glyco-Thymoline
Goodrich Rubber Goods
Harriet Hubbard Ayer
Hind's Honey and Almond
Cream
Iodent Tooth Paste
Ipana Tooth Paste
Ivory Soap
Jergen's Lotion
Johnson & Johnson
Kleenex
Klutch
Kolynos
Kotex
Kremi
LaCross Nail Polish
Lax
Lavoris
Lentheric
Lifebuoy
Listerine
Luden's Cough Drops
Lux
Maybelline
Mennen Products
Mentholum
Mifflin Products
Mistol
Modess
Mum

DRUGS

& TOILET REQUISITES

(Continued)

Murine
Musterole
Nexzema
Nylol
Odorono
Pacquins
Palmolive
Parke Davis
Pebeco Tooth Paste
Pepsodent
Pepto Bismol
Phillips' Milk of Magnesia
Pinex
Polident
Pond's
Pro-Phy-Lac-Tic Brushes
Quest
Resinol Soap and Ointment
Revlon
Richard Hudnut
Sal Hepatica
Saraka
Scott's Emulsion
Serutan
Sharp & Dohme
Squibb Products
Sloan's Liniment
Smith Bros.
Suntan Oil
Swan Soap
Sweetheart Soap
Tampax
Tangee
Teel
Trushay Lotion
Unguentine
Vaseline Hair Tonic
Vaseline Petroleum Jelly
Vapo Cresolene
Vicks Products
Upjohn
Williams Shaving Cream
Wildroot
Whitman's Candies
Wyeth
Woodbury's Soap
Yardley's Cosmetics
Yodora

DRUGS

& TOILET REQUISITES

(Continued)

Ziegfeld Girl Creations
Zonite Products

KITCHEN EQUIPMENT
American Cabinets
Ball Jars
Case Cutlery
Caloric Ranges
Dazey Appliances
Ekco
Kerr Jars
Libby Glassware
McKee Glassware
Mirro
Monarch Ranges
Nesco
Perfection Stoves
Presto Cookers
Pyrex Ovenware
Revere Copper Clad
Royledge Paper
Silux
Wear-Ever
Youngstown Cabinets

SOAPS, CLEANSERS

& WAXES

Air-Wick
Bon Ami
Brillo
Chipso
Chore Girl
Dic-A-Do
Drax
Duz
Fels Naptha
Ivory Flakes
Johnson Glo Coat
Lava
20 Mule Team Borax
Oakite
Octagon Soap
Old Dutch Cleanser

SOAPS, CLEANSERS

& WAXES

(Continued)

Old English Waxes
Oxydol
Powderene
Rinsol
Savogran
Sani-Flush
Scot Towels
Simoniz
Soil-off
SOS
Spic & Span
Sunbrite Cleanser
Super Suds
Swan Soap
Tavern Products
Vano Cleaner
Waldorf Tissue
Whiz Products
Windex
Woolfoam
Wright's Silver Polish

PLUMBING & HEATING

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Standard Sanitary
Equipment
Coleman Heaters
Conco Plumbing
Crane Plumbing
Delco Heating Equip.
Duo Therm Heaters
Dust Stop Air Filters
Florence Stoves
G. E. Heating Equip.
Heatilator
Heatrola
Holland Furnaces
Honeywell Regulators
ILG Ventilators
Iron Fireman
Kalamazoo
Link-Belt Stokers
Perfection Stoves
Round Oak
Timken Heating Equip.
Williams Oil-O-Matic

THE MOUNTING TREND OF MAIN STREET SELLING

In January, Pathfinder received a letter from the Chamber of Commerce of Nampa, Idaho (pop. 13,800). It proposed a Nampa-Pathfinder Week. Its purpose—to stimulate the cultural and economic life of the entire trading area—and to show Main Street generally how to “know its own strength!” Merchants asked for national brands—manufacturers cooperated—and Nampa demonstrated, in no uncertain terms, the buying power of Main Street, U. S. A., and an outstanding preference for “makers’ name” products.

Sales were enormous, but that is only part of the story. We quote here from a letter received after the close of the first week's demonstration:

“What Pathfinder Week meant to this town cannot be measured in dollars and cents, nor can it be measured in periods of time. The campaign was more far-reaching in its objectives than just the build-up of one small city. We feel here that you have hit on a fact which is of the very essence of American life.

“Manufacturers and ‘big business’ are looking the world over for new markets; willing to gamble on unfavorable price and shipping competition with countries whose economic and living standards don't begin to compare with ours. They are worried about employment of our high productive capacity gained during the war. And yet, in their search, they fail to see that over fifty per cent of their nationally advertised merchandise can be sold on Main Street, U. S. A.

“But here is an odd situation! The manufacturers must be SHOWN this great market, literally right under their collective noses.

“Thank you once again for what you made possible here in Nampa, Idaho.”

Meanwhile, requests for similar demonstrations are pouring into Pathfinder from other Main Street places. Entire states have requested our assistance in organizing demonstrations that will show America the strength of small city and town markets.

During the last six months, over 20,000 Main Street retailers have written to Pathfinder for advice and guidance—an outstanding endorsement of Pathfinder's influence.

Main Street will push nationally known brands. Do you want to know more about this mounting trend of Main Street selling and what it means to sales of your products? Write Pathfinder, Market Development Dept., Washington Square, Philadelphia 5, Pa.

Pathfinder circulation now over 800,000

GRAHAM PATTERSON, PUBLISHER



What the Government Knows About You

(Continued from page 38)

before marriage. 9. Sex. 10. Color, specifying whether white, black or what other. 11. What name was used in any previous application for Social Security or Railroad Retirement. 12. Employer's name or whether unemployed. 13. Date. 14. Signature.

Reports on changed names

SOCIAL SECURITY has a double record of every worker as both employer and employee report. Taxes for both are paid by the employer to the Bureau of Internal Revenue, which also has its dual record. SSB will not disclose the earnings of an individual and says that the serial number and information collected are merely for identification. Employers are under no such obligation, however, and authorities often find a social security number helpful in locating a missing person.

SSB insists that its solicitude over names, past and present, is not to aid sleuthing. The name tracing is for a more romantic purpose, namely: to protect the savings of absent-minded women who change their names by marriage or divorce, get a new card and number and forget to notify SSB of the happy event.

Since it started keeping records in 1933, to the end of 1945, United States Employment Service has recorded the name, address, telephone number and other facts on 168,354,000 applicants for jobs. These are exclusive of 500,000 on the National Roster of scientists and specialists which interested the late President Roosevelt. March of this year may be typical of one month's grist for USES with 1,168,000 applications of which 697,000 were veterans and 216,000, women, and 453,000 placed in jobs.

As the first object of USES is a quick turnover, the names are not a dependable permanent record. Millions are duplications and temporary addresses. In addition to what each applicant writes down on occupation, education and training, age, birthplace, race, marital status and military service, there is an oral examination.

The figures portray current national labor conditions as each state depends on USES records for its unemployment and other benefit payments.

Most of the wage earners who are not listed by Social Security are

registered in other official pension and retirement organizations. The largest group that is not catalogued by either OPA or SSB is in the armed services. However, those in service at present are not more than five per cent of the 47,833,000 men registered by Selective Service boards from 1940 to January 1946. As men up to 65 years of age were registered in 1942, this produces another government agency with a file of the entire male population between the ages of 18 and 69 years.

Details for the draft

SELECTIVE SERVICE data on each individual is much more detailed than in any other registration. It specifies which of 419 occupations or trades, or 35 professions, he follows. It explains further whether he works for himself, his efficiency in his job, his education, including familiarity with foreign languages, and much more. All is put on individual cards, keyed to classifications.

Much of this remains in the government files as out of 48,000,000 registered, only some 34,000,000, between the ages of 18 and 45, were notified to report. More data was added to their information sheets, until finally, allowing for occupational and physical deferments and rejections, some 13,000,000 were inducted into the service.

In addition to being indexed, numbered, tagged and psycho'ed, the lads and lassies in military service also are among America's finger-printed millions. The fingerprints of nearly half the population of the United States are in the files of the Federal Bureau of Investigation in Washington.

Fingerprinting had difficulty living down its unsavory birth as a means of crime detection. Also, as the identification records are kept by the nation's largest crime prevention agency, many associated fingerprinting with a suspicion of past crimes or future escapades.

Records of the FBI show however, that by now the prints of sinners are a very small fraction of the total in its files. The Bureau has the prints—five fingertips of each hand—of 65,000,000 residents of the United States. About 6,000,000 of these have been furnished by police departments, of persons who have been arrested for some offense. Many of them were not convicted. About 15,000 are tough birds still on the wing who can be

identified if they leave the trace of a single finger when making an uninvited call. Being the international exchange center, it also has a few thousands from 89 other countries and provinces.

The 6,000,000 have grown from 810,188 cards which started the Bureau in 1924, mostly from Chicago and from the federal prison in Leavenworth, Kans. The other 59,000,000—individuals with clean records—started from scratch. War speeded up the collection with compulsory fingerprinting of not only men and women in the armed forces but of government employees, workers in defense plants and close to 5,000,000 aliens in the country.

In addition to this permanent identification of half the population, various states and cities go in for it. When not all ten fingers are on the uniform type of card, FBI rejects their offerings. Postal Savings banks print the four fingers, exclusive of the thumb, on the right hand of each depositor. There are 4,100,000.

Some states and cities require two- or five-finger prints from taxi drivers, holders of gun permits, public employees, persons in the liquor business and other specified occupations.

FBI's records are purely for identification. They do not record occupations though a card does show where the individual was employed when the print was made. Such information would be given only to public law enforcement officers. An employer is not told whether a new employee has a record or has changed his name. But if the individual is wanted, though years have elapsed, the city or county will be notified. That often happens.

Prints help identify

THE individual who has a police record has a good reason for not being fingerprinted. There are some reasons why the other 59,000,000, even when not required for a job, put their loops and whorls on a card. In the armed forces, they identify casualties, discourage the old trick of fitting out a spy with a prisoner's uniform and dogtag, and prevent frauds. In civilian life, they can identify victims of amnesia, accidents or sudden death and unmask imposters.

With all this finding out how the people use their time, and comparatively few need to be watched because they are misbehaving, the Government is even more thorough in keeping track of what they are

doing financially. Telling anybody about taxes may be as useless as introducing a man to his grandfather. Everybody is his own expert, so it will be brief.

Income tax returns are filed by more than 50,000,000 individuals and firms each year. About one-fifth of these are tax exempt. In addition, the Bureau of Internal Revenue receives nearly 15,000,000 quarterly declarations every three months and 92,000,000 income tax withholding receipts and about the same number of separate social security reports in a year. All are cross checked in its New York City office where each of the 50,000,000 names is indexed.

Of the income and excess profits total collected last year, 58 per cent was paid by individuals, or four times what corporations contributed. That means a name for almost every household.

The Internal Revenue code provides a year's imprisonment and \$1,000 fine for unlawfully disclosing information from a tax return. Section 55 specifies: "Returns constitute public records, but, except as hereinafter provided in this section, they shall be open to inspection only upon order of the President and under rules and regulations prescribed by the Secretary (of Treasury) and approved by the President."

One of these rules is that each year, the Secretary publish a list of each person who received \$75,000 or more in salary, bonuses or commissions from a corporation. The Ways and Means Committee of the House, the Finance Committee of the Senate and the Department of Justice may inspect any return. The 32 states which levy additional income taxes have the same privileges within state limitations. Also, any holder of one per cent or more of a corporation's stock can inspect its return. All are subject to the same penalty for making the information public. Anybody can find out whether an individual or corporation has filed a return, but not the amount.

Business is catalogued

WHILE private snoopers cannot get information, the Government has the essential financial facts on every business in the country. The individual is no longer required to report securities which did not pay dividends or the names of corporations which did pay. However, the New York office can get the information by cross checking from the corporation's report.

Any of 26,000,000 rural toilers,

**NEED MORE
OPERATING CASH**
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OUR Commercial Financing Plan has helped many companies overcome the handicap of limited working capital and a limited line of credit. For example, a letter from one user of our plan says:

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and on a farm everybody works, overlooked by the Internal Revenue Bureau does not escape the Census Bureau's tabulations for the Department of Agriculture and its Triple-A and other bureaus. The country has 6,000,000 farms, a decrease of 90,000 since 1940, embracing 1,140,000,000 acres of which 352,000,000 were in crops in 1944.

To encourage production, the government guarantees that the six major crops—wheat, corn, rice, peanuts, tobacco and cotton—will receive 90 per cent of parity prices (cotton, 92½ per cent) until 2 years after war officially ends. It also fixed marketing quotas, now ended except for tobacco.

This gigantic regimentation of agriculture is kept up to date by 3,000 County Agents who watch the buds and beasts on every farm. A chart of each farm is in Washington. Though many controls are removed, crops still are a concern of a government which decides not only how much its people shall eat but how much and what food shall be grown.

Dream of statisticians

FINALLY comes the statistician's dream of heaven—the Bureau of the Census—with thousands of clerks poring over miles of tables, adding and sorting machines humming through the day, parading columns of nine figures across endless white pages until finally another report emerges on the prosaic or eccentric doings of the millions of human beings in the American anthill.

Every time a year ends in zero, the Bureau gives the body politic a complete checkup. In interim years, it takes censuses of manufactures, agriculture, religions, vital statistics, automobile accidents, cities and many special subjects.

In the big canvass, it lists the name and address of everybody, from the cradle to the grave, and thirty more facts of possible interest about each one, including race or color, wages or salary and whether more than \$50 came from other income. With straw poll technique, it has 15 supplementary questions for five per cent of the inhabitants—parents' birthplace, mother tongue, military service, social security, trade or profession and whether women have been married more than once, age at the first venture and number of children.

In 1787, the founding fathers put a section in the Constitution requiring a census every 10 years to

apportion representatives and taxes for each state. That was all they foresaw but government, insatiable in making work, has added questions through the years until a national census indexes even the thoughts of the population.

In the last census, 1940, the army of enumerators put down close to 132,000,000 names. An unnamed 7,000,000 have been added since. Each name is transferred to a 45-column card in which holes are punched according to the data on the individual.

Tabulations are made at close to lightning speed by electrical contact through any selected hole in a card. As there are eight series of cards with the same names on several series, the 132,000,000 blossomed into more than half a billion cards.

Census sheets are preserved

ONCE the tabulations are completed, this pasteboard mountain is destroyed. The enumeration sheets, around 4,000,000 for the last census and each larger than a newspaper page, are preserved. These sheets for every census, from 1790 to 1870, with the name and data on everybody who could be found in the United States, are in the ornate National Archives palace in Washington.

Those for the seven later censuses are in the big concrete offices of the bureau in Suitland, Md., and, astonishingly, are consulted daily. The Bureau searches these old records for the answers to an average of 200,000 requests a year for information which they alone can supply.

In most cases, it is needed to get a birth certificate, citizenship papers, an old age pension or a passport or to prove the nationality of parents. The Bureau does not sort its millions of names alphabetically but keys its records by states, counties, townships, municipalities, wards, streets and house numbers or rural locations. If an inquirer does not know his old address when the census was taken, and about half of them don't, the bureau cannot supply the information.

After all this cataloguing of Americans—OPA, 132,000,000 listed; Social Security, 86,000,000; USES, 168,000,000 listings; Selective Service, 48,000,000; FBI, 65,000,000; Postal Savings, 4,100,000; Internal Revenue, 50,000,000; AAA, 26,000,000, and Census, 139,000,000—old Diogenes would need a radar lantern to find a forgotten man in the United States.

Audiences, Incorporated

(Continued from page 58)
in the rear spoke up: "We're just waiting to see you have a tantrum."

There still are a few tantrum-artists, and some who remain aloof, but they are the ones who are not sought for return engagements. Friendliness is as much an asset to an artist today as his repertoire.

Once when Rose Bampton, the Metropolitan Opera soprano, was in Canada's Maritime provinces on a Community tour, an ice-locked ferry forced her to fly from Truro to Charlottetown. Unfortunately, her accompanist's plane was grounded at Truro.

Without music or accompanist, Miss Bampton had to improvise. Browsing around a music store, she picked out enough selections for a program. Then, with a local accompanist, she practiced until almost concert time, announced the program herself and sang just as though she always selected her music the afternoon before a performance.

The townspeople, delighted, asked if she would stand by the door, and when she took her place each member of the audience shook her hand as he left the hall.

Artists are more popular

SINCE the inception of the organized audience plan 26 years ago, organizers and concert fans have seen a good many unknown artists rise to high musical estate.

Shortly before Nelson Eddy made his first big hit in the movies, he sang in Newport News, Va. During the intermission, the president of the local Community association gave the audience a pep-talk in behalf of a new membership campaign. In his enthusiasm, he forgot about the singer standing in the wings.

"Now, if every present member would go out this week and get one new member," he urged, "we could double our budget and could have better artists."

The other committee members, of course, were horrified, but Eddy thought it was a good joke. Subsequently, the campaign was a success, as was Eddy's first picture. So when the budget was increased, the first "better artist" the committee signed was the new movie star, Nelson Eddy—at double his previous fee!

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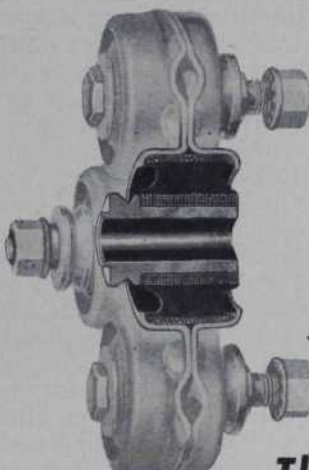
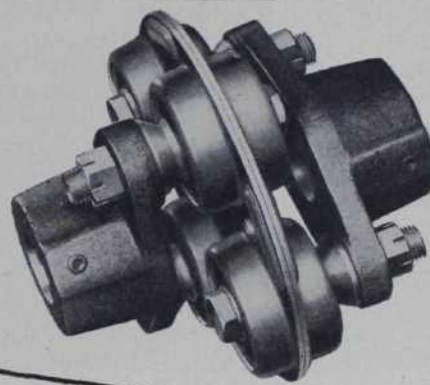


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The Neoprene biscuit assembly is an exclusively Morse-designed feature. No metal-to-metal contact; bearing wear reduced. Shock, uneven impulses and vibration are absorbed. Positive, direct drive is permitted in a Morflex Coupling installation.

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misalignment up to 5°; the double Morflex handles extreme misalignment. There is a Morflex Coupling to fit your needs and cost requirements . . . and available in quantity!

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MORSE *ROLLER and SILENT CHAINS*
SPROCKETS • FLEXIBLE COUPLINGS • CLUTCHES

Our New Western Empire

(Continued from page 52)

For the same money, families live more comfortably in a temperate climate than in a drastic one. They don't buy heavy winter clothing nor winter heating fuels. They can spend week ends outdoors all year round. They are likely to be healthier, with fewer days lost through sickness. The result is higher morale and higher productivity, trumpets the Los Angeles Chamber of Commerce, pointing triumphantly to a statistical study which indicates that industrial productivity is 15 per cent higher per worker in southern California than elsewhere. San Francisco likewise claims remarkably low costs per unit of production in spite of its high wages.

More Californians own homes

WESTERN workers are putting down roots. Half of California's families own their homes, as compared to a national average of 43 per cent (excluding rural areas) and a sectional average of 30 per cent or lower in some parts of the nation. Moreover, a recent survey indicates that 40 per cent of the Californians who now rent intend to buy or build within two years.

The Pacific Coast is saving money. In 1942 the people of the United States made net additions to their saving accounts of more than \$500,000,000. Seven western states accounted for 53 per cent of this increase, though they had less than ten per cent of the population. State unemployment insurance funds are flush, with a \$750,000,000 reserve in California. According to bank studies, 91 per cent of California's adult population have liquid savings, and 68 per cent are still tucking away money in some systematic saving plan (not counting those who are putting it solely into insurance).

There seems to be no likelihood of a mass reverse migration away from the West. During the war scarcely an industrial plant neglected to poll its employees on their future plans. As many as 96 per cent said they would never go east again, and no plant found fewer than 50 per cent who intended to stay. In San Diego, where aircraft employment dropped to 6,000 from its wartime peak of 60,000, only 700 housing vacancies turned up. The city's business index now hovers near 300, compared to a 1940 base of 100, and bank de-

posits are \$40,000,000 higher than a year ago. January pay rolls of manufacturing industries in the San Francisco bay area were 70 per cent under a year ago, and 150,000 fewer workers were on the rolls, yet the housing shortage is as agonizing as ever.

There have been gloomy forecasts of unemployment for the West soon. A University of California bureau and a consulting research engineer recently made separate surveys and arrived at practically the same conclusion: approximately 1,000,000 unemployed in California by the end of this year. The California State Reconstruction and Reemployment Commission predicts 400,000 to 1,000,000 jobless in 1947.

However, these prophecies have not yet begun to be fulfilled. Viewing the 11 western states as a whole, the most recent reports show that the manufacturing pay roll has so far shrunk only to about one and one-half times its prewar size.

Northwest expects more factories

THE future seems to be shaping up differently in each part of the new western empire. The Northwest expects only a moderate gain in population. Statisticians of the Northwest Regional Planning Commission forecast a rise of only 383,000 by 1950, which would mean a total population of around four and a quarter million for the four northwestern states of Washington, Oregon, Idaho and Montana. However, these states are looking for marked factory growth.

In 1939 there were 13 factory industries which employed a much larger proportion of the population in the Northwest than they did elsewhere in the nation. Leading the list were plywood mills and sawmills, followed by quick-frozen foods, beet sugar, canned fish, and other industries which involve the processing of foodstuffs or raw materials before export. The pattern is obvious. Throughout history when a "primary producing" economy—that is, one which lives by exporting food and raw materials—begins to industrialize, a first step is to process these things before shipping them out. The Northwest is evolving from a primary producer into an industrial section exporting food, fish and timber in processed or semiprocessed condition.

Timber, however, is one of the great question marks of the territory's future. The U. S. Forest Service predicted in 1944 that the mills of Washington and Oregon would be out of lumber in 18 years if they continued to deplete the timber stands at their current rate. The coming shortage of timber is already reducing production, and making the industry a target of campaigns for government control to enforce forest conservation.

Timber is a matter of almost life-or-death importance to the region. According to the 1936 report of the National Resources Committee it employs 59 per cent of all industrial workers in Washington and Oregon. The lumber men no longer shut their eyes to the problem. They are pushing reforestation and tree farms, and have tightened up their cutting methods to the point where the Forest Service is reported to have rescinded its prediction of doom.

A surplus of light metals

THE Northwest's war-born light metals industries, and the cheap water power which made them possible, are other enigmatic factors. During the war three producers with seven plants gave the Pacific Coast about one-third of the nation's pig aluminum production. But now the Northwest must try to sell its aluminum and magnesium in the face of huge national excess capacity, and the Bonneville and Grand Coulee dams can produce far more power than the region needs.

Will this nation's probable annual 1,000,000,000 pounds of aluminum be produced in the East or West? The reduction of alumina to aluminum by electrolysis, which is the way it is done, requires a great deal of electricity. The Northwest hopes to capture a big share of the market because this area has the greatest superabundance of electric power in the country.

The battle for magnesium markets will be fought in the field of raw materials. Western magnesium is now made from ores. In the South and East it is made from brines and sea water. The Coast is betting it will make metal from its mountains as cheaply as competitors make it from salt water.

But the road ahead looks rocky. Out of 650,000,000 pounds of Pacific Northwest aluminum capacity, not much more than one-sixth has an assured market. Out of 200,000,000 pounds of western magnesium capacity, about 35 per

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As these youngsters can tell you . . . as you yourself know . . . it doesn't cost much to take pictures for pleasure. Only a few cents for a snapshot . . .

It costs even less—much less—to take many of the “pictures” business and industry want, because in these functional applications photography is oftentimes almost entirely automatic.

Good example of this inexpensiveness is Recordak. Reproducing automatically . . . on economically minute areas of microfilm . . . it copies checks, waybills, and other similar documents for a fraction of a cent apiece.

Second example . . . photographic recordings. Auto-

matically made, they reduce to a minimum the cost of “reading” the fluctuations of gauges, instruments, production control equipment.

Third example . . . Transfax Process . . . inexpensive in another way, since, unlike any other process, it reproduces complex drawings, charts, layouts with photographic accuracy and completeness directly on metal, wood, or plastic in a matter of minutes.

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ADVANCING BUSINESS AND INDUSTRIAL TECHNIQS

Functional Photography

cent may operate. If promotional efforts succeed, the 2,500,000 kilowatts of power capacity built for war may be at work within five years. This does not discourage Westerners. Some who remember the lessons of Boulder Dam, TVA and even Niagara Falls believe that power capacity built far in advance of the market creates new markets.

Foreign trade may favor West

MOREOVER, if world trade is to achieve the dimensions predicted for it, both western power and light metals have their biggest job ahead of them. The whole West, and particularly the Northwest, is excited about the future of Alaska and the prospect of great trade with the Orient. A Northwest Airlines study asserts that "Eastern Asia may be defined economically as the last remaining undeveloped terrain in the world." The study picks Manchuria and Mongolia as showing the brightest potentialities for Asiatic industrial growth. Westerners see the Pacific Ocean bordered by almost a billion people whose low living standards offer breath-taking chances for new commerce.

To sum up the Northwest's position, it may support some very advanced industries like aluminum, but will tend to follow the historic path of industrializing regions the world over: not hitting the jackpot by concentrating on a few brilliant specialties, but rounding out its economy into a pattern more like that of the rest of the country.

To California and the Southwest, petroleum and steel are vital matters in this decade. Harold Ickes and other observers have charged that our oil is being depleted at an alarming rate; that intensive wild-cattling now turns up only a third as much oil each year as previously; and that California, which in recent years exported a quarter of its output, approaches the day when it must import.

This last prediction, if true, would mean that there would no longer be cheap industrial fuel oil as bait for new factories, that some existing plants might even have to seek more favorable locations, and that California ports would lose one of their most important sources of traffic when oil exports ceased. There would be dire effects on the prosperity of the whole region; oil is the number one source of income in peacetime southern California.

However, oil men hotly deny the whole indictment. The American Petroleum Institute points out

that the country had 7,000,000,000 barrels of oil in known reserves at the end of World War I, that it began World War II with 19,000,000,000 barrels in reserve, and that it ended the war with nearly 21,000,000,000 barrels. California alone possesses known reserves of 3,000,000,000 at present.

Oil consumption can continue at its present rate for 11 years without exhausting known reserves, the Institute says, and new oil strikes are constantly adding to these reserves. This spring saw two new discoveries in southern California which broke five-year records; meanwhile one of the country's biggest oil booms is going on in west Texas.

There is greater uncertainty about western steel, the hoped-for backbone of western heavy industry. Geneva and Fontana were built primarily to turn out steel plate for Coast shipyards—a lot of it, fast, without much regard to costs. No one knows whether the mills can survive in peacetime competition. Steel can be most cheaply made from handy raw materials and in the middle of clusters of customers who keep mile-long, continuous-strip mills operating full speed. But the Pacific

ly from their western markets and leave the West to become self-sufficient in steel. As Ben Fairless, president of U. S. Steel, says: "Abstract economic justice no more demands that the Pacific Coast have a great steel industry than that New York state grow its own oranges."

Rolled steel is produced in such a variety of types, shapes and sizes that the western mills can scarcely hope for economic volume from Pacific Coast customers—who will apparently need about three per cent of the country's capacity, or somewhat less than the capacity existing on the Coast without counting Geneva. However, experts think that these mills can scrape up enough volume to stay open.

The current bright announcements from aircraft companies have made the West optimistic about the future of this immense war-baby industry. Heavy production contracts from the airlines have kept most of the big manufacturers cruising along at a faster clip than anyone expected. Boeing, for example, has boosted employment to 12,000—twice the number it had after cutback of its war contracts. But Donald Douglas sees more thunderheads on the horizon.



Petroleum, along with gold, citrus-raising, movie-making, and aviation, has lured many West to build up western industry

Coast, with 10 per cent of the nation's population, is not yet ready to use steel on such a grand scale. As for raw materials, the three essentials to a steel mill are iron-ore, coking-coal, and limestone; nowhere on the Coast are all three available near each other.

The eastern and midwestern mills don't intend to retire sudden-

In his annual report to stockholders of Douglas Aircraft he mentions "disturbing factors" which he characterizes as both numerous and impressive.

"Because of its greater speed, a single plane of the DC-6 type can carry as many passengers between points during a week or month as an entire train can transport in

the same period," he points out. "The number of DC-6 and comparable aircraft already reported on order by the domestic airlines, together with equipment on hand, closely approach in passenger-mile capacity the entire traffic volume of the railroads and buses prior to the war, excluding local and commuting traffic. . . . The industry is also faced with the fact that the complexity of new, experimental aircraft has grown from year to year, while the probability of obtaining worthwhile orders for a new model has decreased. The cost of bringing out a new model has risen from a few hundred thousand dollars during the 1930's to a major undertaking of many millions of dollars in recent years; yet technological advances are so rapid that a new model may become obsolete before quantity production is attained."

Foreign competition for tourists

THE West's mighty tourist industry, ranging from \$70,000,000 a year in New Mexico to \$200,000,000 in southern California, also sees a troubled future, because of international competition. A national research organization completed a poll during the war which showed that of 15,600,000 Americans planning a long trip after the war, one-third intend to go abroad. The Pan-American Highway is nearing completion; the war has made millions of Americans travel-conscious and interested in far places; technological advances are providing abundant, fast, cheap transportation. For these and other reasons, the total of tourist trade to the West may decline steadily.

On the other hand, millions of service men who were stationed in the West have decided that they want to return there to live. The All-Year Club of Southern California says that 50,000 families move into its area each year.

As long as this trend continues there may be a housing boom sufficient to cushion the West against unemployment. The astute Business Extension Service of the Bank of America, which functions as a sort of super-Chamber of Commerce throughout California, estimates that employment in building trades alone will absorb as many workers as the shipyards and aircraft factories have laid off.

There is no doubt that the housing shortage on the Coast is more painful, and will continue longer, than elsewhere in the nation.

This shortage is a factor which may hold back the tide of both workers and executives for the

next few years. It was pointed up by a Douglas Aircraft executive, who explained the dilemma his company faces in trying to attract engineering and management personnel to southern California.

"We bring men out here, and they first move into a hotel room, which costs them \$10 a day, and then they move to an auto court, where it costs them \$160 a month to live," he said. "After they've tried that for awhile, they come to us and say, 'To hell with it, I'm going to get out of here and go back East where I can find a decent place to stay.'"

Traffic is snarled

THE WEST has other headaches too. The traffic congestion in its cities is said to be the worst in the United States. In Los Angeles and San Francisco the downtown streets and parking lots are so choked with cars that traffic moves 20 per cent slower than it did a decade ago.

There is a desperate shortage not only of transportation but of sewers and schools and many other public utilities. Los Angeles will soon have to raise its taxes and begin spending heavily to improve municipal services. According to the U. S. Department of Commerce, Los Angeles spends only \$17.25 per capita for general expenditures, while Detroit, with less population, spends \$49.40 and New York pours out \$73.77.

The West also faces a problem of racial assimilation. San Francisco's Negro population increased 227 per cent between 1940 and 1944. Los Angeles now has 134,000 Negroes, and 250,000 Mexicans—more than in any city except Mexico City itself.

However, the West is growing calmer year by year. It has been a century since vigilantes ruled San Francisco, a half-century since Seattle was jumping-off place for Klondike boomers and Arizona lived in terror of Geronimo. Cattle wars and clipper ships and the Barbary Coast are faded memories. Chinatown no longer throbs with mysterious gongs. The Ham-and-Eggers and Utopians and Silver Shirts have been dwindling for a decade. A region where half the people are home-owners and 68 per cent are saving money systematically is bound to be an increasingly conservative region. As the dawn of the Pacific Era brightens and America's new Western Empire grows, it seems destined gradually to take on the conservative hues of the older regions which gave it birth.



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In Defense of Brass

(Continued from page 49)

leadership; they comprise only a small group when war comes. Our ROTC program attempted to train officers during the years of peace preceding the war. However, only a few availed themselves of this opportunity. Many refused commissions after graduation.

To add to this nucleus, we grab hastily, when war comes, from reserve officers, the National Guard, from civilians generally. We attempt to make officers in a short time. It goes without question that there were some men chosen in this way who did not measure up when the real test came, that there were other men, who served in non-commissioned grades, who should have been in their place. Is this the fault of the Big Brass, or yours?

All were not perfect

CERTAINLY, there were junior officers in this war to whom enlisted men were required to give respect but who were not entitled to it. If we Big Brass are to look after the welfare of your sons whom you never intended to go to war, but a war for which you voted through your elected representatives, could it be any other way?

Under the pressure of wartime conditions we can't have a man, an individualist, sizing up another man, his appointed leader, before deciding whether he will obey the latter's orders or not.

Under fire, discipline is extremely important to the success of the action, and the welfare of everyone involved in it. Authority must be clear and absolute. Many of the customs and practices the agitators now complain about are simply required education for the safest and most effective conduct in battle.

Each man's own safety along with that of others is involved. In this respect, I would venture to say there were no more misfits, or misassignments in the Army set-up than in the civilian organizations of comparable size. Throughout our society there are men who think they should be the boss instead of the other fellow, and in some instances they are undoubtedly right. We of Brass are not responsible for human nature.

I believe it was Mark Twain who said something to the effect that from the age of 12 to 20, he was appalled at his father's ignorance and from then on, amazed at his intelligence. Ambitions exist and are gratified the same in the Army as elsewhere in life. The only real difference is that we are, in time of war, engaged in a much grimmer



SIGNAL CORPS PHOTO

Major General Huebner knows the Army, serving from private to general

business with life or death as the pay-off. Again I want to emphasize that war is a business where the life or death of the individual and continued existence or destruction of the nation are the stakes. Of all the professions, that of the soldier is the most exacting on the individual no matter what his rank. If we are to live through and win any future war thrust upon us, we should be exceedingly cautious in changing a pattern that has won every one of our past wars.

The subordinate official in business, the man with newly acquired authority, has been the bane of many a man's existence. In grabbing 90 day officers, we understandably do not get men who are all born leaders; neither do we get majors and colonels of that capacity. We of higher Brass are forever removing and shifting

them. Obviously, there is a way out of all this. Through universal training, between wars, we could insure, to the highest degree possible, that every man who should be an officer becomes one, and that people who should not be officers are not appointed.

There is nothing in the regulations, nothing in the military set-up that is conducive to an officer becoming a rotter or abusing his privileges. There is, in fact, every safeguard that can be properly devised to prevent it. True, wearing an officer's uniform does not in itself make a man a gentleman; nor have we learned a way to change human nature.

If we are forced to select our wartime officers quickly, the development of the science of psychology may help; but I doubt if we will ever be able to look inside a man and determine his leadership fitness.

I must confess that I do not understand the allegation that an enlisted man is not looked upon as a gentleman by the officers.

Interests are different

OFFICERS and enlisted men lead their separate social lives just as do the executives and employees of business. Generally, they have different associations, different senses of responsibility. When I was an enlisted man and went to town with the gang, I certainly didn't want an officer along. He would cramp our style. Similarly the officer could not pitch in with us. He was responsible not only for his own conduct but ours as well.

A young man with a creditable war record recently aired quite a list of grievances in a radio debate. Why, in Europe, he complained, the officers and enlisted men used separate bathing beaches. I suppose he was referring to the established leave areas. Manifestly, a high point in the enlisted man's holiday was to get away from authority. The areas were arranged with this in view. But I challenge anyone to say that the officers' areas were one whit better than those for the enlisted men. As a matter of fact, the organized entertainment in this country and abroad was for the enlisted men. The officers got in occasionally on sufferance.

In the Army as elsewhere, men of the same rank usually run to-

gether—the corporals, the sergeants, the second lieutenants, the captains, so on up the line to the general who more than likely is a very lonesome man, indeed. Without the insignia, rank nevertheless exists throughout the whole civilian structure. The ambitious private seeking to cultivate the top sergeant, is, in the eyes of his unambitious fellows, a bootlicker. Go into any business office in the country and you will find pretty much the same situation.

It might be possible for a junior officer to go out and frolic with some of his men one night and conduct a purely impersonal leadership of his command the following day but the story of human affairs argues against it. The fact, too, that so many men, instead of seeking to improve their own lot in life, have complexes against those of higher authority, would seem to argue against fraternization.

Favoritism is taboo

VERY probably we have to fight against favoritism more in the Army than in other enterprises because a life (someone's and ours) instead of an increase in pay may be involved. In World War I, nine graduates of the First Officers' Training Camp were assigned to my command. All nine were killed. I should hate to think that at any time I favored any one of those young men over the others, or any other man over them. Impersonal dealings with subordinates is called for in the profession of fighting.

In conclusion, I must admit that the greater the responsibility in the Army, as elsewhere, the greater the privileges. Unlike the private, the corporal does not have to do KP. And when you get up to High Brass there is someone to pack your bag and you don't have to carry a pack. At that, we are lagging behind our Russian friends. Their Army went in for a rare form of "democracy," but has now swung back to where the Brass rates many more privileges than in our Army—even an orderly after retirement. That makes an old codger of 57 years, like me, quite envious.

Oh, I suppose there are quite a few young men, now returned to civilian life, who are smarting under the time they had to stand at attention while a shavetail told them off.

But I wonder if they've ever had an experience with an irate traffic cop. That's when a man is really helpless.

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High and Mighty Sound Waves

(Continued from page 40)

Some antigens are delicately sensitive to temperature. The standard method of obtaining antigens often destroys these because heating is involved. No antigens are lost in the new ultrasonic method.

Sulfa treatment of wounds, burns, and infections is enormously improved by ultrasonics. The vibrations smash sulfathiazole crystals into microscopic particles. These, suspended in salt solution, become a thick cream that can be injected through fine-gauge hypodermic needles. This cannot be done with suspensions of the large ordinary crystals. The drug works faster, too, in preventing infection, because of the finer division of the particles after exposure to supersonic radiations.

Biologists have succeeded in focusing sound waves. Applied to the bodies of animals, these concentrated ultrasonics destroy cell tissue and cause local necrosis. Applied to a leg, they heat the marrow, while the bone remains cool. This phase is still wholly ex-

like these have important implications for the medical science of tomorrow.

Sound waves can travel through water—and that's where the Navy comes in.

A lighthouse, contacting a ship at sea, sends two messages at the same time. One goes by radio and is received almost instantaneously. The other goes slower (4800 feet per second), underwater, by hydrophone. A split-second record is kept of the arrival-time of each message. By comparing the two figures, the ship's officer very easily calculates the vessel's exact distance from the lighthouse.

Sound waves not only arrive; they bounce off objects in their path and are echoed back to their source. Because this can happen under water and because the time interval between the going-forth of the impulse and its return can be measured, a kind of marine radar is possible. The official name of this equipment is Sonar, or sound-navigation ranging.

Submarines equipped with Sonar were able to locate ships, and ships

supersonic depth-recorder which draws a continuous, irregular line of ink on a roll of scaled paper as the ship slowly passes over the various features of Davy Jones' watery landscape. Sound waves constantly travel downward and are echoed back. The machine records the time-lapse in terms of the rise or fall of the line on the paper. The scale indicates the exact depth at any given moment.

More than moist volcanos, however, are "seen" by supersound. Submerged wrecks are revealed. So are schools of fish, even schools of small fish. The application of this kind of equipment in the fishing industry is obvious.

Long research on sound

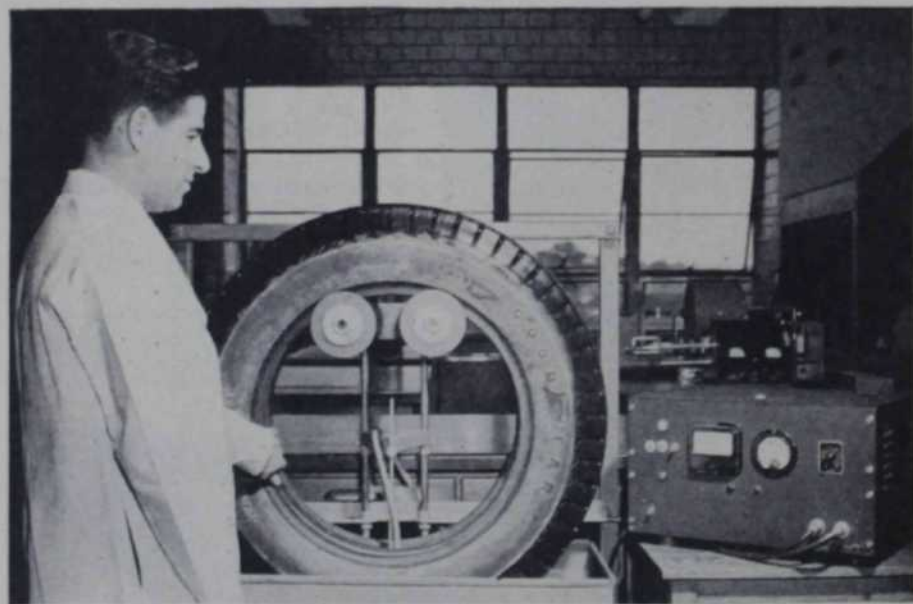
THE research behind this up-to-the-minute science is surprisingly venerable. In 1794, an Italian named Spallanzoni became interested in bats. He reasoned that their flight had little or nothing to do with their ability to see. By 1920 it was being suggested that bats emit sounds which are reflected from obstacles back to their ears, warning them to swerve in their flight.

In a sound-proof chamber of Harvard's Cruft Physical Laboratory, Robert Galambos and Donald Griffin made the thousands of exhaustive tests which turned theories into facts. Bats do emit such cries. These cries are supersonic. They bounce back to the animal's ears in time to prevent collision.

The connection between an 18th century student of bats and the nondestructive testing of metals may seem a little far-fetched at first. But only at first.

There's the Bureau of Public Roads' new locator, which uses supersound to give a rapid, accurate answer to the question, so fundamental (and formerly so expensive) in the planning of highways and dozens of other engineering projects: "How far down to solid rock?" And there are death rays: sound waves so intense that they kill frogs and small fishes when applied to water. There's the curious behavior of ultrasound within tubes, precipitating the solid particles from fumes and gases. Is this the economical method we have been seeking to rid our cities of the smoke nuisance? Many scientists think it may be.

As one scientist—Remington Arms Company's Walter L. Finley—says: "Though soundless, these radiations will be increasingly heard from in industrial and scientific circles."



Ultra high frequency sound waves, beyond the reach of human ears, are used to find hidden defects in auto tires

perimental, but there may be possible uses for focused sound-waves in the treatment of cancer.

Germs that remain stubbornly alive and virulent in the face of heat become harmless shreds during intense supersonic vibration. Completely sterile solutions are easily made at ordinary room temperatures with supersound. Facts

so equipped could locate submarines. Sonar saved thousands of American lives and millions of dollars worth of supplies and equipment, and was instrumental in locating and destroying much enemy shipping.

Ultrasound is accurately mapping the mountains and valleys of the ocean floor. Bendix has a new

The Scramble for Veterans

(Continued from page 43)

in the national headquarters in Indianapolis, some 50 in the Washington office. A dubious contribution to humanity is its more than 2,000 drum and bugle corps.

For those who fought abroad

THE VETERANS of Foreign Wars confines its membership to men who served abroad, in any war or military expedition. It grew out of a merger in the early '20's of several Spanish American War veterans' units. Through the years it has cooperated with the Legion; many of its members belong to both groups. It has taken the initiative in a lot of veterans' legislation but usually has relied on the weight of the Legion to put the measures across.

Its president at the time, "Jimmy" Van Zandt, a former Pennsylvania Railroad shopman, spearheaded the campaign for the bonus which finally, backed by the Legion, was passed in 1936.

Van Zandt who was also a Legionnaire, as well as a joiner of some 10 fraternal organizations, served two terms in Congress and went out to the Pacific in the recent war to acquit himself most creditably. The present commander is John M. Stack, former chief of the Allegheny County, Pa., detective forces.

At the time of Pearl Harbor, VFW had only slightly more than 200,000 members. During the war, it launched a drive for members while the men were still in the service. As a result, its membership has been built up to around 2,000,000.

It now has an annual budget of more than \$1,500,000, and is rapidly increasing its services. It hopes, for one thing, greatly to expand the "colony" it has maintained at Eaton Rapids, Mich., since 1925 for orphans of veterans. VFW gives the same emphasis to the Constitution and Americanism as does the Legion.

For veterans with disability

A THIRD World War I organization is the Disabled American Veterans which accepts as members only those with a service-connected disability. Its membership has jumped from 45,000 pre-Pearl Harbor members to about 100,000.

DAV was established largely through the personal efforts of

Robert Marx, Cincinnati lawyer and personal friend of Franklin Roosevelt. He had an outstanding record in World War I, and accompanied Roosevelt around the country when F.D.R. was campaigning for Vice President in 1920. When Roosevelt was asked what was to be done for veterans, Marx would step to the front and answer. He was a member of the famous Roosevelt Cuff Links Club, those who had been intimate with F.D.R. for a long time.

New outfits more aggressive

THE new veterans' organizations say the old-timer organizations are thinking in terms of the past and lacking in imagination.

Amvets, which claim to have more than 60,000 members, promises to be conservative. With headquarters in Washington, it is a merger of nine local organizations which took place at Kansas City in September, 1944.

At the Kansas City meeting, fiery Texans threatened to bolt because the others refused to take a stand against the closed shop. At a subsequent meeting at Chicago, in November, demands were made that the veterans march on the striking automobile workers.

Amvets' present national commander is 42-year-old Jack W. Hardy, a Los Angeles attorney, who is described as an "aggressive conservative." A six-footer, he has a high forehead, sharp features, knobby nose and graying, smoothly brushed, thinning hair. He is a forceful speaker and has an extensive background of leadership in school and civic activities. He came to Washington a few months ago to devote his full time to the organization and has since been drawing a salary of \$800 a month.

Amvets employs 22 workers in modest Washington headquarters and has two organizers on the road.

Present pay roll is \$5,500 a month. Receipts, it is claimed, have reached \$15,000 a month. According to Mr. Hardy, no financial support has been received from any source except membership dues.

Apparently by way of being aggressive and doubtless having in mind the "anti-labor" feeling reflected at Kansas City and Chicago, Mr. Hardy publicly offered his services to mediate the coal strike, and getting no response, demanded that President Truman seize the coal mines. This, it is explained, was done under Principle 8 of the Set of Principles adopted at Chicago. Principle 8 reads:

"To expedite and assist in the rehabilitation of the veterans by maintenance of employment services, sponsoring educational opportunities, and providing counsel for insurance, housing, recreation and personal problems, and supporting adequate hospitalization and medical care."

Mr. Hardy's aides admit that his aggressiveness was a rather wide stretching of this principle. By way of showing further activity for the veterans, Amvets agitated until the Government turned over the management of a \$5,000,000 Washington housing project, consisting of 742 units, to a co-op society of veteran tenants.

New groups have few restraints

THE ACTIVITIES of the spokesmen for the older veterans' organizations are rather closely defined by their national conventions.

Spokesmen for the new organizations feel few restraints. This is particularly true of the controversial American Veterans Committee, whose activities parallel the program of the CIO-PAC. With scarcely more than 30,000 members, it has received more press and radio publicity than all the other new veterans organizations combined. Its top membership reads like a night at the Stork Club, with such names as Harold Stassen, Tyrone Power, Douglas Fairbanks, Herbert Agar, an active pre-Pearl Harbor interventionist who served with Ambassador Winant at London during the war; Leverett Saltonstall, Jr., John Hay Whitney, Alfred Gwynne Vanderbilt, Ted Lawson, author of "Thirty Seconds Over Tokyo," Melvyn Douglas, an avowed Left-winger of Hollywood, to mention only a few.

"Civilians first, veterans second," is AVC's motto. It got a lot of pats on the back from conservatives when it announced that the veteran could benefit only as the



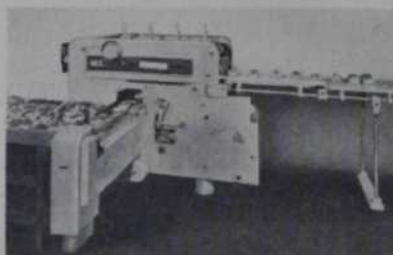
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country benefits, and in this light opposed a proposed state bonus in Massachusetts. Some of its subsequent activities have made the conservatives wonder. Its agitation in behalf of the people, on its theory that what helps the country helps the veterans, has included such debatable projects as One World government, the Murray Full Employment bill, removal of Senator Bilbo from his chairmanship of the Senate District Committee, suffrage for the District of Columbia, the proposed 65 cents minimum wage bill, the Fair Employment Practices bill, establishment of a permanent government-supported scientific research board to include "social research," the anti-poll tax bill, retention by the federal Government of the unemployment service, the Kilgore Unemployment Compensation bill.

According to Art Newman, a young man with a master's degree who is director of publicity of the Washington office—headquarters are in New York—the organization polls its membership for guidance on controversial matters.

Quick decisions

HOWEVER, an issue of the organization's weekly bulletin which reads like the *New Republic* and on the staff of which, in fact, Michael Straight—whose family's money supports the periodical—is active, tells proudly about how four young members of the Washington chapter, three of them government employees, got the idea for supporting OPA and quickly got the approval of Charles G. Bolte, AVC's 25-year-old national commander.

Much of the organization's success, at least in attracting attention to itself, is attributed to Mr. Bolte's personality. He is a graduate of Dartmouth, of a fairly wealthy background, and a friend of Mrs. Roosevelt. He joined the British forces before we entered the war and lost a leg at El Alamein. On returning to this country, he went to work for OWI. He is a six-footer, of average build, with dark hair and a neatly clipped dark mustache. He looks to be older than he is when he appears before Congressional committees and discusses seriously the world's weightiest problems. With a dignified bearing and poise, he has made a good impression, and similarly he has acquitted himself well in radio debates, and on the Town Hall and Information Please programs. One of his radio debates was for "democratization" of the Army which his organization is advocating. He re-



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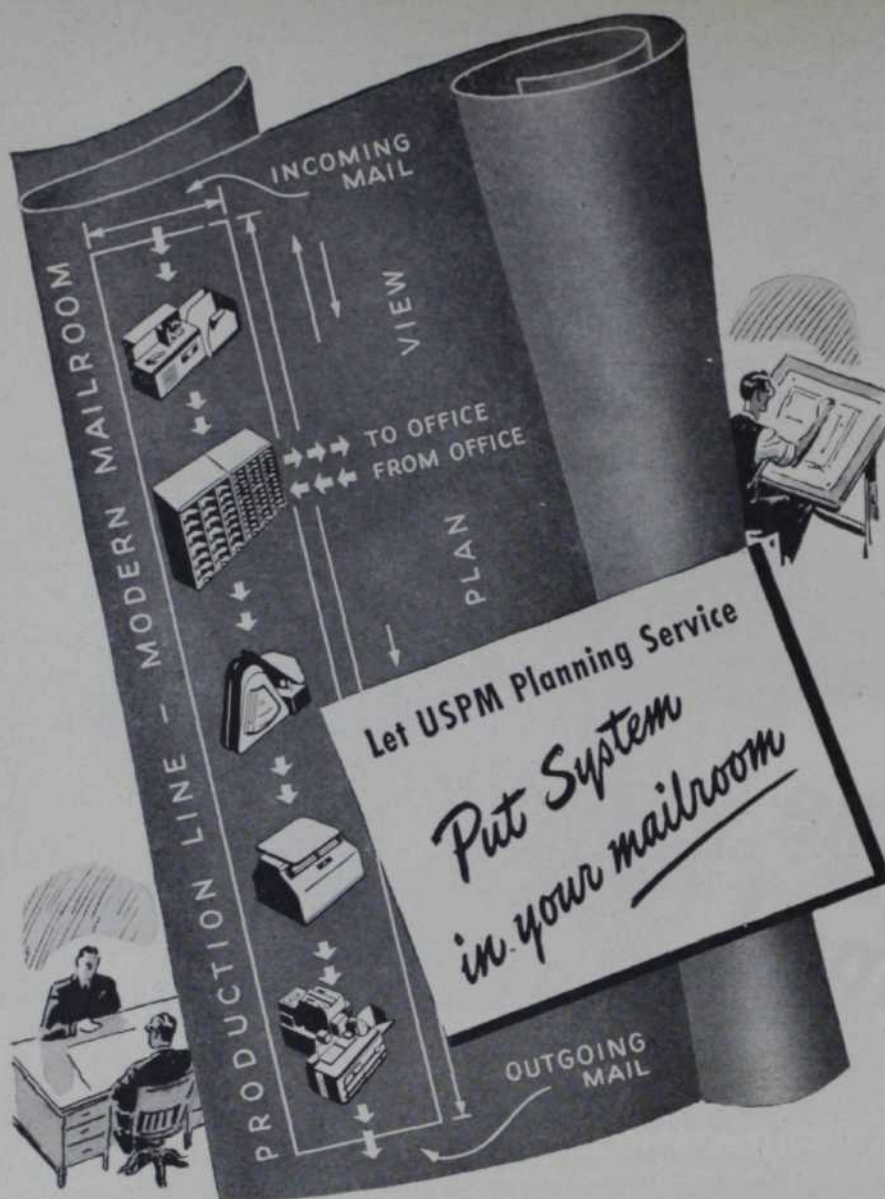
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ceives no salary from his AVC activities, but they have catapulted him to considerable prominence as a writer and speaker.

Mr. Bolte has attracted the friendly attention of men like Henry Luce and Marshall Field. The Field family contributed \$3,000 to his organization.

A list of contributors to AVC obtained by this writer totals more than \$60,000 and includes such diverse personalities as Michael Romanoff, the Hollywood and Broadway character, \$250; Jesse Lasky, \$100; Walter Wanger, \$1,000; the Lasker Foundation, \$2,000; Mrs. John Hay Whitney, \$500; Mrs. Ogden Reid, \$100; Sam Goldwyn, \$500; James P. Warburg, \$200 and Mary W. Warburg, \$1,000; and Thomas S. Lamont, \$250.

AVC recently announced a campaign to raise \$1,000,000 and to enlist 1,000,000 members. Newbold Morris, former president of the New York City council and candidate for Mayor last year, was named campaign chairman.

Members other than veterans

AVC admits to "associate membership" those who "subscribe to its statement of principles." In this way, Mayor O'Dwyer of New York is listed as a member. It also takes in war correspondents and members of the Merchant Marine whose CIO union is dominated by Communists. Like Amvets, it admits to membership the women of the armed forces.

The leaders of AVC have received many letters asking if the organization is Communist. These letters are treated with tolerant amusement as coming from semi-literates or "reactionaries," and are answered in this vein.

The newspaper *PM* has advised veterans to join AVC. On AVC's program for its annual meeting at Des Moines in mid-June were such speakers as Walter Reuther, Stassen, Senator Wayne Morse, Henry Wallace, Congressman Mike Monroney, Mrs. Anna Rosenberg, a New Deal protege; and Will Rogers, Jr., all considered "advanced thinkers." No conservative was listed.

Next to New York, AVC's largest membership is in Washington where it is claimed there are 1200 members. The membership is heavily loaded with members of the recently organized United Public Workers Association which, at the instance of a reporter for the *Daily Worker*, adopted a resolution upholding Russia's foreign policy and denouncing ours. An active member of AVC is the young

economist, Robert Nathan, long the darling of the Leftist columnists, who served less than three months in the service. He is out of the Government at present and his columnist friends are beating the drums to get him back in.

Communists are active

FROM scores of other organizations, there are several which the experts on such matters believe to be Communist. With the blessing of the *Daily Worker*, the National Veterans' Association was formed in Chicago in April with emphasis on minority groups.

According to the FBI, however, the Communists are directing their energies toward infiltrating into the more established organizations, particularly the Legion. The Legion is handling the problem very gingerly. In recent months five men have been expelled for alleged Communist activities and the word has been passed around quietly to departmental and state commanders to screen carefully the applications for new post charters.

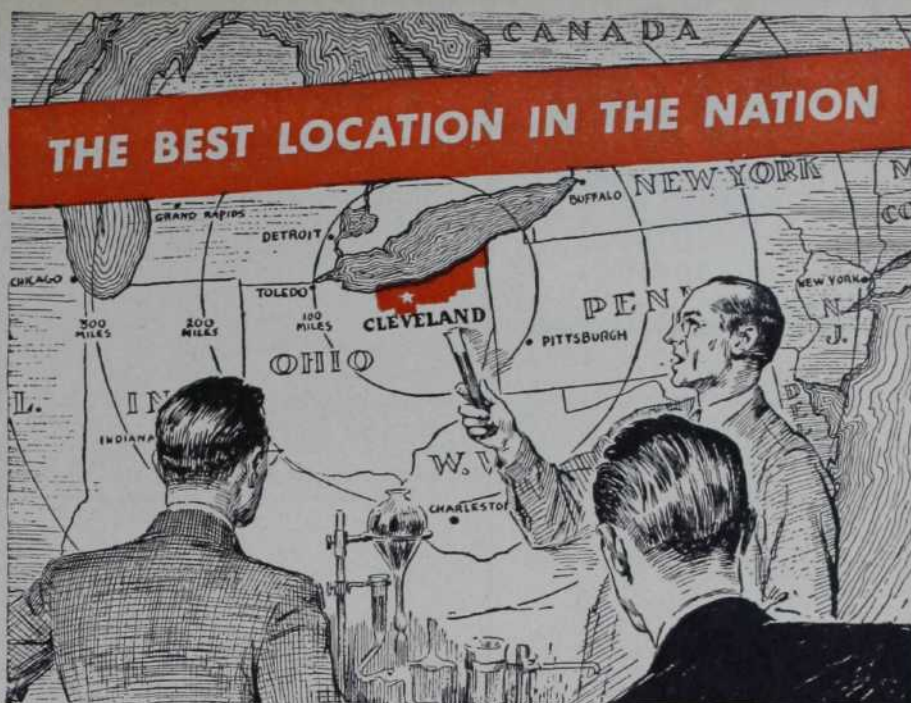
In Washington 150 white and Negro veterans have applied to the Legion for a charter for a mixed post. Mixed charters are granted in some communities where mixture of the races is the general practice but no such charter has ever been granted in Washington. As this article is written, the Washington departmental heads have been kicking the application back and forth for several weeks. They consider the application a typical Communist trick.

AVC makes a point of mixing the races. Treatment of the Negro, it says, is one of those "weaknesses" of democracy which it wants to eradicate.

Legion still the leader

WITH more than \$13,000,000,000 in benefits having been obtained for the World War I veterans, it can be imagined what will be the attainments for more than two and a half times as many veterans of World War II, particularly with indications that there will be considerable rivalry among the organizations.

Thus far, there would seem to be no basis for the youngsters' charge that the Legion is not on its toes. It spearheaded the fight for the GI Bill of Rights, whose costs are estimated at about \$6,000,000,000. The impact of this bill's loan provisions on the country's economy is incalculable.



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Common Stock Dividend No. 122

A cash dividend declared by the Board of Directors on June 12, 1946, for the second quarter of the year 1946, equal to 2% of its par value, will be paid upon the Common Capital Stock of this Company by check on July 15, 1946, to shareholders of record at the close of business on June 28, 1946. The Transfer Books will not be closed.

E. J. BUCKETT, Treasurer

San Francisco, California

Reading for Pleasure

HERE it is July, no month for books that overheat the brain. Therefore any book mentioned here may be taken as a cooling beverage, and enjoyed without effort.

"Peabody's Mermaid"

By Guy and Constance Jones

ARTHUR Peabody, the Boston businessman, felt that life was incomplete. Vacationing with Mrs. Peabody in the Bahamas, he was bored by the bibulous British beach parties and often went off alone in his little boat.

Then one day, exploring an uninhabited islet some miles from shore, he found a curiously encrusted golden comb which lay among the rocks. Later, from the same little island, he heard, unmistakably, a weird and enchanting song. Soon Peabody met the mermaid face to face. She was perfection—a little less than life-size, child-like, knowing no language but understanding all he said, full of laughter but ready to bite when angry.

Peabody took the mermaid back to the house, keeping her first in the bathtub and then in the pool, where she immediately ate all the prize tropical fish, arranging their skeletons in a neat row on the bank. Peabody kept his little friend a secret, for fear of breaking the spell. But Mrs. Peabody grew suspicious, caught glimpses of the mermaid innocently embracing him by moonlight, mistook her for a mortal.

Now the plot grows lively, and airy complications pile up like whipped cream to crown this delicious tale. "Peabody's Mermaid" (Random House, 20 East 57th Street, New York; \$2) is a whimsical fantasy not unlike Thorne Smith's, but subtler and funnier.

"Here's O'Hara"

By John O'Hara

"HERE'S O'Hara" compares to "Peabody's Mermaid" as an intoxicating drink, with the acrid flavor of vermouth, compares to an ice cream soda. John O'Hara, a big, humorous man with a fondness for checked coats, travels the whole country, makes acquaintances in every corner, and brings all of us back alive between his pages. Here is America, caught to perfection—its Brooklyn Irish and suburban housewives, Hollywood directors and Chicago barkeeps, Yale athletes, song-and-dance men (the famous Pal Joey), debutantes, night watchmen, rich and poor.

This author operates the nation's deadliest candid camera. And to read his dialogue, in "Here's O'Hara" (Duell, Sloan and Pearce, 270 Madison Avenue, New York; \$3), is like hearing your own voice and the voices of your friends played back from a recording.

Being a New Yorker, O'Hara draws from that preposterous town enough entertainment to charm a sultan through

several Arabian nights. Read, as an example, the melodrama, "Butterfield 8."

"Talking Through My Hats"

By Lilly Daché

MISS DACHÉ describes the conquest of American business by Woman, which you may or may not find alarming. "Talking Through My Hats" (Coward-McCann, 2 West 45th Street, New York; \$2.75) is a book to give the Mrs., especially if she is restless, and to read yourself on the sly.

Little Lilly arrived in New York from Paris at 18, pert and penniless, equipped with a French accent and a genius for design. Within five years she had got herself taken up by Broadway and Park Avenue. Within 15 she was a world famous milliner, with a small skyscraper of her very own.

Nowadays Lilly moves in that upper atmosphere where people are always "writing checks with fine careless disdain." She takes orders for 48 hats at a time from Marlene Dietrich and sells only to those with social introductions.

"Talking Through My Hats" makes clear how this can be accomplished.

"The Viking Portable Library"

THE Viking series of anthologies now includes 18 volumes. Compact, inexpensive, beautifully edited, most of these fine little books present top authors in a distillation of their top work, giving its full flavor.

For vacation reading several should delight you. Ernest Hemingway, for one, appears at his best in the "Viking Portable Hemingway," with hard-hitting tales of love and war and the love of death.

The "Viking Portable Faulkner" arranges William Faulkner's novels in a continuous history of the Old South, evoking the epic grandeur of that defeated nation, through its rise and fall.

More frivolous are the "Viking Portable Dorothy Parker," full of wit by the naughty lady who, on opening her New York office, hung a sign reading MEN on the front door; the "Viking Portable Oscar Wilde," with profound things impishly put by the cleverest man alive in 1890; and the "Viking Portable Murder Book," containing gallons of good gore, shed in perplexing cases. All these can be had at \$2 each from the Viking Press, 18 East 48th Street, New York.

"Let's Kill George"

By Lucy Cores

AS SNAPPY as its title, "Let's Kill George" (Duell, Sloan and Pearce, 270 Madison Ave., N. Y.; \$2.50) makes expert use of the Agatha Christie-type, house-party situation. George, a big shot in movieland, plays host. All agree at the start that such a man has no right to live, but who, finally, finds the courage to kill him? A fast and uninhibited little number.

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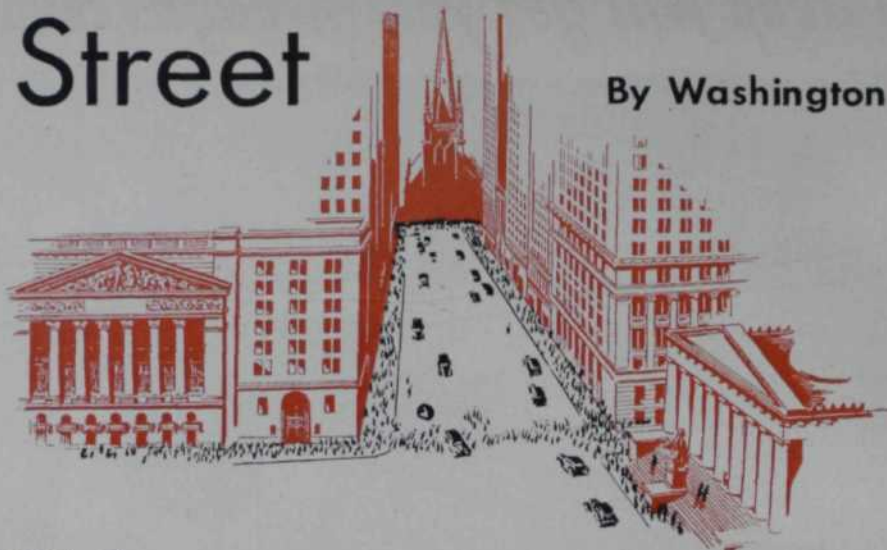
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GET A 'Jeep'

Our Street

By Washington Dodge



Young men, n.b.

PROFESSIONAL investment advisors have always been amused by the naivety of those articles in financial periodicals which, under some such heading as "Portfolios for \$10,000, \$50,000, and \$100,000 Funds" would guide their readers. Actually the size of the fund can be the least important factor in determining its handling. Not only must the client's financial ability to assume risks be weighed, but also his temperamental ability.

The factor of age of course enters into the picture. Recently the investment advisory service of Spear & Staff (Babson Park, Mass.) discussed portfolio policy in its weekly bulletin. For the aged with no earned income they suggested bonds and good preferreds—"We would rather advise going through the pinch than taking the risk of old age with eventually no income at all.

"For the very young," counselled these New England counsellors, "a 100 per cent invested position. If they win, OK. If they lose, doubly OK. They may learn the lesson of risks at an age when they can afford to learn it. The knowledge will later pay big dividends."

★ ★ ★ ★ ★

SEC

THERE are very few men in Our Street who remain opposed to the basic objectives of SEC—their objections are rather to the manner in which SEC operates. Last month venerable *Commercial and Financial Chronicle*, oldest Street trade paper, spoke of the possibility that impending vacancies in the Commission might be filled from the SEC ranks. "We oppose this," shouted the *Chronicle*, "because these men will have been in-

doctrinated with the existing ideology of the Commission, implying, among other things, regimentation of the securities industry, control of profits, the prying questionnaire technique, disregard of trade custom and usage, and hair-splitting interpretations requiring an elbow-lawyer in every securities house." Their recommendation: new commissioners with wide experience in the securities business.

This column does not want to become partisan—the above is offered only as a reporting job on the ever-interesting question of "How are things between the Street and the SEC?"

★ ★ ★ ★ ★

Bullock Forum

AND speaking of the SEC, a few weeks ago Commissioner Purcell delivered a short address in Our Street on the "Objectives" of his Commission and then freely and frankly answered all questions from the floor. Under ordinary circumstances this event would have made headlines—pardon me, it would have made headlines in the financial sections. But no headlines were made, because the address was given under circumstances that cannot be called ordinary—he was speaking at a Calvin Bullock Forum.

In 1937, the late Calvin Bullock, one of the outstanding individualists of Our Street, decided to hold a series of Forums in his office. The things that have differentiated these Forums from all others and made invitations eagerly sought are: Eminent Speakers; Eminent Audience; Subjects of profound interest (military, economic, or

political) to the business world; and a clock-like precision to the proceedings.

The diversity of speakers is shown by the fact that soon after Commissioner Purcell spoke at one Forum, the Chinese Ambassador addressed another. Notable speakers in the 1944-45 season included Hon. John Balfour, Hon. J. A. Krug, Dr. Edwin W. Kemmerer, His Excellency Henri Bonnet. The capacity of the room in which these meetings are held is small—perhaps 120. Attendance is by invitation and ticket only, and by rotation of a carefully compiled guest list; over 10,000 people have heard at least one Forum since the series started (three or four are held every month).

All proceedings are strictly off-the-record, permitting intimate talks and discussions. And the routine of the meetings is an important factor in their success. They commence at 4 o'clock on the dot. The talk lasts 30 minutes. There is a two minute intermission, permitting graceful exits for those who have other appointments, or unfinished business in the office. A 15 minute discussion period follows. Then adjournment.

Probably when these Forums commenced some cynics said they were for advertising and goodwill purposes. Perhaps they were. Why not? But now they are too broad and too important to be considered as anything else except an institution of Our Street.

★ ★ ★ ★ ★

Annual reports

IN its annual report Pennsylvania-Central Airlines discusses its new policy of decentralization of man-

agement and presents a management chart (or "tree" as I believe some firms call it). A Blue Ribbon for this. First because the organizational set-up of a company is an important factor and few companies show it except on personal request. And second because it shows at the top, where it belongs, "stockholders." As these columns have pointed out, more and more companies are regarding stockholders as owners of the business and not just a necessary evil. But few regard them in their true light as actual managers, through power to elect the directors, of an enterprise.

No Blue Ribbon though to Stewart-Warner Corp. which tells stockholders that its lubricating equipment "has technical advantages and beauty of design never reached before." I believe such sales talk, no matter how true, has no place in a factual report. Better to show reprints of actual advertisements.

Likewise on my black-list go the unctuous corporation presidents who refer to "your company." Maybe they don't own any stock, but "our company" has a truer ring.

★ ★ ★ ★ ★

What makes Blumberg tick?

WHEN the history of this, The Great Inflationary Market of the '40's, is written, there will be a chapter on Morris Blumberg from Brooklyn. It is not so important whether he ran \$500 to \$3,000,000, as legend says, or whether his starting stake was perhaps \$25,000. Even had it been \$50,000, the fact is that although many tidy family fortunes have been founded in Our Street over the last five years, Blumberg has made one of the fattest from one of the smallest beginnings.

This is no character study of one of Our Street's most colorful personalities but it is a brief inquiry into what makes the Bull from Brooklyn tick—how did it happen that in a few years a former union official became the most talked of speculator in Our Street? Obviously the many envious dismiss it as sheer luck, devious manipulation, or mysterious inside data. In my opinion these elements played little or no part. In Blumberg there just happen to be combined in abundance all the qualities needed for successful speculation—plus a gift of eloquence most helpful in persuading others to see things as he does.

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After World War I business faced the same general conditions that prevail now—labor disputes, prolonged strikes, higher wages, rising prices, increasing competition. And what happened then? Business failures jumped and current

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analyst can dig up stocks that seem very cheap on statistics. The trouble is that such stocks are apt to remain cheap on statistics. Blumberg's pet stocks either are ridiculously high on statistics or are practically without any known statistical background whatsoever.

He knows that in speculation the unknown can be worth more than the known, that mystery is more exciting than merit. While no true analyst could ever justify most of Blumberg's speculations, it is also true that no amount of analysis could ever disprove that certain events and combinations of events (ranging from striking oil in the jungles of Ecuador, harnessing atomic energy, building a fleet of underwater battleships, or placing a recording device on every business telephone) could make them worth a great deal more. Blumberg is a good psychologist—he knows that greed rules speculation and knows what can start the imagination going.

Although Blumberg could probably not construct a moving average or a weighted index, he is an indefatigable researcher whose results should shame those who think him merely a lucky gambler.

Blumberg thus can pick securities susceptible to speculation and learn enough about them to justify speculation. When margin trading was possible he was sure of his position that we were in a bull market and took large risks. He obviously knows the techniques of picking up stocks quietly and selling them softly while the crowd is clamoring for them. Some of the stocks he has sold are now higher and in no case that I know of has there been a subsequent collapse in the real sense of the word. He doesn't try to ride them the entire way, knowing the biggest percentage gain is in the first phase of an advance. I have never known him to make a misstatement although at times his exuberance overcomes him.

Probably I have failed to tell you how to run your nest-egg into \$4,000,000. So let's summarize. It takes nerve, persuasiveness, hard work, and a thorough knowledge of stocks, of markets, and of human psychology. Perhaps the latter is the most important of all.

Lest readers rush to Blumberg with money to invest, let me add that he is an independent operator, affiliated with no firm, a member of no exchange. And what does he think of the market? His answer would be a loud shout of "YASNY"—his particular code-word for "You Ain't Seen Nothing Yet."

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About Our Authors

"WHO is the Forgotten Man? He is the clean, quiet, virtuous, domestic citizen who pays his debts and his taxes and is never heard of out of his little circle." At least this was the definition given by the late William G. Sumner when he was professor of political and social science at Yale University.

True as it may have been at the turn of the century, today the man who pays his debts and his taxes is far from forgotten. In "What the Government Knows About You" (page 37), **Junius B. Wood** shows why—and points to ways in which Uncle Sam has amassed a wealth of information about his nieces and nephews.

Sounds you can't even hear form the backbone of one of science's newest and most interesting fields of development. **Louis N. Sarbach** gives a round-up of how these "High and Mighty Sound Waves" (page 39) are being harnessed and put to work.

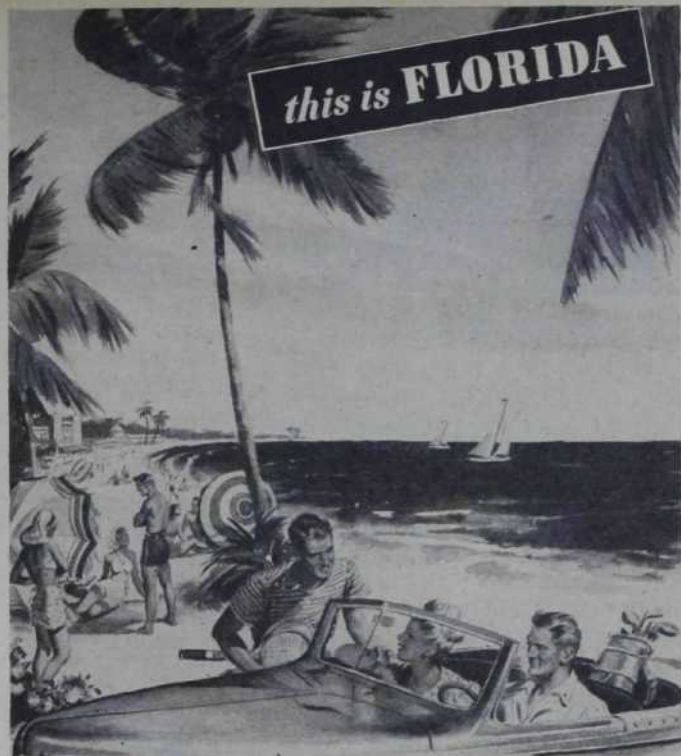
Sarbach, no scientist himself, majored in English literature, minored in music at the University of Minnesota. For almost four years he served as a radio operator with the Army Air Forces.

The editors looked for some time for an article containing specific examples of just what Army Brass had done during the war to merit the present flood of criticism. But it seemed that as the charges grew in volume and intensity they became more and more unfounded. So the editors decided that the Brass side of the picture might have a worth-while story to tell, and set out to find an author.

The search was ended when Major General **Clarence R. Huebner** agreed to write "In Defense of Brass" (page 47). He was at one time a sergeant in the 28th Infantry of the First Division.

During World War I he commanded a company, battalion and regiment in this same division, was twice wounded. Then in World War II he was once more with the "Red One," this time as division commander, and led it in Sicily, and thereafter until he became commander of the U. S. Fifth Corps.

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On the Lighter Side of the Capital



He used to be Kerr (Carr)

THE STURDY BRITON—attached to the Combined Food Board in some way or other—said he thought we would get along all right with Lord Inverchapel, who is taking the place of Lord Halifax as British Ambassador. He might kid us a little now and then. That's a diplomat's business. He is also a hand holder, a deep glancer, a master of soft nothings which never pay off, a discreet admirer, and a guy who never whispers in the wrong ear. He can also handle his allocation of strong drink as though it came straight from the tap.

"You do not raise 'em like that on this side," the sturdy Briton said. "You really don't, Old Boy. It's too bad, really. Your Ambassadors have been fine men but they haven't been raised under glass, what? More or less garden vegetables."

He thinks the Lord will get along with us because he has a streak of humor. Not the haw-haw kind. He can also be as common as pig-tracks when he wants to be. He likes to play his cards straight up on the table. He has a hell of a temper under complete control. The only time he blows is when someone tries to cheat. He will, the Briton said, likely get around as much as Halifax did, who visited every state.

Therefore, Halifax was not disturbed by the windings indigenous to the District of Columbia. The Briton thinks the next marble edifice we erect in Washington should be a temple to the Spirit of Hysteria, housing a statue showing the Spirit taking off her shirt.

He is not quoting Halifax

HE NEVER HEARD Halifax refer to the United States as a young nation, he said, except in admiration of our power and energy. Because Halifax knew the country outside of Washington, he never made the mistake others have made of suggesting that we are not fully grownup.

"Come to think of it," he said,

"we are just as juvenile over in England as you are here, except that we have the advantage of perspective. We've had our Lewises and Johnstons and Whitneys and Petrillos in our hair for generations, and we know it takes time to comb 'em out."

Englishmen, he said, know more of their country's history than we do of ours. It soaks into them. He is continually being surprised at the average American's ignorance of his own people. The country is so large.



A point in our favor is that we are gadabouts. Most Englishmen were never out of sight of the village spire until they went to war.

Speaking of Monroe Johnson

J. MONROE JOHNSON did not do himself a good turn when he began parting his name in the middle. It isn't a popular fashion in this country, somehow, any more than is signing the register as Reginald Muttz, III. There is still too much of the early American in us, maybe. And J. Monroe had no reason to be ashamed of the initial monicker, anyhow. It is John which is a good name in anybody's language.

So far as some important elements of Washington opinion are concerned, however, he may flaunt his J. Monroe in our faces without demur.

As the Officer of Defense Transportation he did a good, tough job during the railroad strike. He has a nubby exterior. To wit, knobby, lumpy, hard, careless. He finished the First War as colonel and chief engineer of the famous Rainbow Division with ribbons and a vocabulary.

He is not too lank, vociferous, not too tactful, not too well loved, but high-powered, obstreperous and efficient.

Those who touched him during the strike came out with lumps—but with a reluctant admiration. No affections involved.

Long ago and far away

WHILE HARRY TRUMAN was still a senator from Missouri—mostly notable for his easy-going temper—someone asked Charles G. Ross:

"What kind of a guy is he?"

Ross said that Mr. Truman made him think of Harry Leon Wilson's

"Cousin Egbert" in his unforgettable story of a cow town in the West.

"He can be pushed just so far," said Ross.

The judgment of the President's old schoolmate and present press secretary was confirmed by his delayed action in the railroad strike. President Truman wanted to avoid trouble, his intimates say. He wanted to hold the labor vote. He has always compromised when possible. But when he loses his temper, he loses it all over. And it stays lost.



No "Stoopies" under counter

SOME of Harry Truman's oldtime intimates have learned—to their surprise—that no neat little packages of bacon and other tasty whatnots are under the White House counter. In the black market stores such things are known as "stoopies." In his Pendergast days Mr. Truman played practical politics just as practical politicians usually do:

"The bars are up against some of his old friends because they made the mistake of asking for business favors."

It is no secret that, as head of the Senate committee that bore his name, Mr. Truman criticized the ease with which President Roosevelt handed out favors to his friends.

His predecessor—as some of President Truman's intimates now see it—had a feudal attitude toward the Government. He gave and withheld at will as the chief of a clan. President Truman—still quoting—sees himself as an ordinary kind of man who is trying hard to get on top of a hard job. He respects his office.

Just a little thing

IN ONE of the great departments of Government, the head of a bureau read proof on a new order:

"Get it out at once," he directed. "Most important—"

A casual visitor glanced at it: "Hey," he said. "Don't you know

that Congress just passed a law forbidding all this?"

The only significance is that the same thing happens over and over again without detection. Months later there is a quiet cancellation. No one, ever, makes any fuss.

Daugherty saw it coming

IN 1922 the radical elements were trying to force the Government to take over the railroads. In 1946 the Government did.



To the day of his death Daugherty believed that much of the fury with which the Harding administration was assailed was trace-

able to the 1922 crackdown on the unions. When he was first appointed Attorney General, a newspaper friend wrote a highly laudatory sketch of his career:

"Don't publish it," said Daugherty. "This administration may be a great success. It may be the biggest bust. In that case I will leave office execrated by the public and if you published that article, you'd never live it down."

An unusual preview by a man just entering upon national office and—no matter what happened during the years to come—a brave and generous one.

Someone's bright thought

WHEN the food supply of the nation seemed to be seriously threatened by the railroad strike, someone suggested making use of the Big Inch and the Little Inch pipelines:

"The strikers can never starve us out. All we'd have to do is to catch jackrabbits in Texas and start 'em through the pipes for the East."

The blessed part of the idea is that more jackrabbits would come out of the pipes than went in.

Attention American bankers

THE FBI—and J. Edgar Hoover was given the \$4,000 raise in pay he has so well earned; he can pick up \$25,000 a year from any one of a dozen industries when he wants to quit the Government—the FBI, then, to walk back a few steps, used to put guys in jail for sticking up bankers with guns;

"Gimme," they used to say. "Or I'll blast you—"

It was a swell system until the FBI got a law permitting it to interfere. Almost any refugee from a barber shop with a four-dollar pis-

tol could attain temporary affluence. Any resemblance between that financial theory and today's international politics is not only disclaimed but is only coincidental anyhow. But not so long ago we wanted Argentina's flaxseed for reasons having to do with our industry, and just about had it bought when Russia horned in and outbid us. Which is all right, proper, and even admirable of the Muscovites. Only, if we loan them a billion dollars, it looks as though we may be staking them to play against our own game.

The more they are the same

DOWN in his country, said the congressman, mighty near every farmer raises him a few fighting chickens. Once every few years he gets him a couple clutches of eggs from a neighbor to kind of freshen up the stock.

"Like in Congress this year. A lot of us oldtimers better be buying us some filling stations or something. Because there's going to be a powerful turnover in Congress, unless the signs all go wrong. Everywhere the folks are calling for new blood."

The funny part of it, he said, is that mostly the new chickens will be hatched from the same old eggs.



Optimism in an Eclipse

THOSE who think that these billion-dollar flyspecks will be forgotten when that sweet peace has come will be interested in a sad little fact. First, however, time will be taken to tell one little story from the State Department. Some one had been cheating a Russian flyer, and had been knocking off spring water against the Russky's shots of vodka. After the American was practically floating the Russian said, "We've been making a very careful study of Alaska. Interesting, what?" And here is the sad little fact.

Twenty years after the end of the First War efforts were still being made to find Hard Boiled Smith. He originated the Lichfield technique at Army headquarters on the Rue St. Anne in Paris. He was at various times spotted at Richmond, Virginia, and in Texas and Mexico and other places, but he always got away. It is at least reported that he always got away. It is certain that he was either dead or anonymous from the day he got back home.



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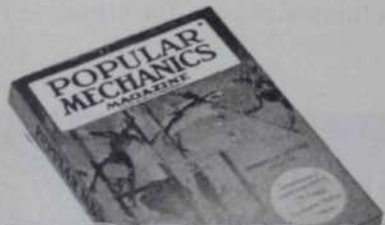
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ADVERTISERS IN THIS ISSUE

JULY • 1946

	PAGE		PAGE
Acme Electric & Manufacturing Company	77	Household Magazine	87
School Advertising Agency, Cleveland		Buchen Company, Chicago	
Addressograph-Multigraph Corporation	11	Industrial Realtors, Society of	100
Griswold-Eshleman, Cleveland		Direct	
Alta Vineyards Company	82	Insurance Company of North America	6
Garfield & Guild, San Francisco		Alley & Richards, New York	
Aluminum Company of America	13	International Distributing Company	92
Fuller & Smith & Ross, Cleveland		Bernard M. Brooks, San Antonio	
American Credit Indemnity Company	99	International Salt Company, Inc.	34
VanSant, Dugdale, Baltimore		J. M. Mathes, New York	
American Telephone & Telegraph Company	12	Kimberly-Clark Corporation	69
N. W. Ayer, Philadelphia		Foot, Cone & Belding, Chicago	
American Viscose Corporation	24	Liggett & Myers Tobacco Company	4th cover
J. M. Mathes, New York		Newell-Emmett, New York	
Bostitch, Inc.	62	Lord Baltimore Hotel	100
James Thomas Chirurg Company, Boston		Emery Advertising Company, Baltimore	
Bradley Washfountain Company	83	Manufacturers Screw Products	100
Kirkgasser-Drewe, Chicago		Maxwell Sackheim & Company, New York	
Burroughs Adding Machine Company	67	Marsh Stencil Machine Company	100
Campbell-Ewald, Detroit		Krupnick & Associates, St. Louis	
Canadian Pacific Railway Company	2nd cover	May, George S., Company	4
McKim Advertising, Montreal		Jim Duffy Company, Chicago	
Chase National Bank	20	Metropolitan Life Insurance Company	61
Doremus & Company, New York		Young & Rubicam, New York	
Chevrolet Motor Company	14-15	Milwaukee Dustless Brush Company	82
Campbell-Ewald, Detroit		Barnes Advertising Agency, Milwaukee	
Chicago, Milwaukee, Saint Paul & Pacific		Missouri-Kansas-Texas Lines	3rd cover
Railway Company	26	Anfenger Advertising Agency, St. Louis	
Roche, Williams & Cleary, Chicago		Moore Business Forms, Inc.	32
Cities Service Oil Company	8	N. W. Ayer, Philadelphia	
Foot, Cone & Belding, New York		Morse Chain Company	83
Cleveland Electric Illuminating Company	95	Fred M. Randall Company, Detroit	
D'Arcy Advertising Company, Cleveland		National Brewing Company	92
Commercial Controls Corporation	94	D. Stuart Webb Services, Baltimore	
Hutchins Advertising Company, Rochester		National Cash Register Company	36
Commercial Credit Company	9-81	McCann-Erickson, New York	
VanSant, Dugdale, Baltimore		Pacific Gas & Electric Company	96
Commonwealth Edison Company	30	Albert Frank-Guenther Law, San Francisco	
J. R. Pershall Company, Chicago		Package Machinery Company	92
Credit Clearance Corporation	96	John O. Powers Company, New York	
Galen E. Broyles, Colorado Springs		Parsons Paper Company	10
Designers for Industry, Inc.	100	Wilson, Haight & Welch, Hartford	
Bayless-Kerr Company, Cleveland		Pathfinder Magazine	78-79
Detroit-Diesel Engine Division	63	Lewis & Gilman, Philadelphia	
Kudner Agency, New York		Pennsylvania Railroad	70-71
Eastman Kodak Company	85	Al Paul Lefton, Philadelphia	
J. Walter Thompson, New York		Philip Morris & Company, Ltd.	77
Employers Mutual Liability Insurance Com-		Albert Woodley Company, New York	
pany of Wisconsin	75	Photographers Association of America	100
Hamilton Advertising Agency, Chicago		Foster & Davies, Cleveland	
Ethyl Corporation	3	Popular Mechanics Magazine	104
Batten, Barton, Durstine & Osborn,		George H. Hartman Company, Chicago	
New York		Pullman Company	65
Executone, Inc.	7	Young & Rubicam, Chicago	
Joseph Katz Company, New York		Ritepoint Company	100
Felt & Tarrant Manufacturing Company	28	Ridgway Company, St. Louis	
N. W. Ayer, Philadelphia		South Carolina Research, Planning & De-	
Florida, State of	101	velopment Board	103
Allied Advertising Agencies of Florida,		Liller, Neal & Battle, Atlanta	
Tallahassee		Speed Products Company	89
Fruehauf Trailer Company	2	Charles Dallas Reach Company, Newark	
Schipper Associates, Detroit		Timken Roller Bearing Company	72
Georgia Power Company	100	Zimmer-Keller, Detroit	
Eastman, Scott & Company, Atlanta		U. S. Fidelity & Guaranty Company	93
Goodrich, B. F., Rubber Company	1	VanSant, Dugdale, Baltimore	
Griswold-Eshleman, Cleveland		Washington Properties, Inc.	100
Goodyear Tire & Rubber Company	16	J. M. Hickerson, New York	
N. W. Ayer, Philadelphia		Willys-Overland Motors, Inc.	97
Harnischfeger Corporation	22	Ewell & Thurber Associates, Toledo	
Buchen Company, Chicago			
Hercules Powder Company, Inc.	5		
Fuller & Smith & Ross, New York			

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